INTRODUCTION

An office is a tool of management. It is intended to assist in managing a business most economically and efficiently. Office Management is that branch of management, with the application of the principles of management to get work done through the office. The basic functions of a modern office are to receive and collect information, record it, arrange and process it and communicate it. Recently, the term 'Information Management' has gained a wider currency than the term 'Office Management'. There are other terms such as the 'Administrative Office Management', 'Scientific Office Management' etc., which are being used to reflect the new status of office responsibility and to recognize the importance of office functions. The present book relating to current developments and authoritative thinking in the area of office management.

This book, Office Management, is divided into fourteen units that follow the self-instruction mode with each unit beginning with an Introduction to the unit, followed by an outline of the Objectives. The detailed content is then presented in a simple but structured manner interspersed with Check Your Progress Questions to test the student's understanding of the topic. A Summary along with a list of Key Words and a set of Self- Assessment Questions and Exercises is also provided at the end of each unit for recapitulation

UNIT -I OFFICE MANAGEMENT

Structure

1.1 INTRODUCTION

"An office may be regarded as a place where the control mechanisms of an organization are located" ***-George R. Terry***

Office is described as the nerve centre of the entire organization. The present day office activities have expanded to a wider extent to keep pace with rapid globalization. Further, office by itself has become an indispensable part of any business organization. Modern offices are organized on scientific principles and their techno-savvy office managers which has paved way for the sustenance of a business amidst cutthroat competition.

In olden days, all the job of the organization had been done mostly by the proprietors. If the work was more, two or three persons were to be appointed. They sat in small rooms and worked in poorly lighted and congested place. There were no modern office amenities as today; clerks were found copying letters tiresomely turning leather bound registers etc. Since the typewriters had not come into general use, most of the office work had to be performed manually and clerks would be found in spending most of their time in copying letters for

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dispatch to customers. All the internal and external communications were performed through human agency. The telephones and intercom systems were not generally in use. The proprietor of a business would be found sitting in the office room and supervising the office work. He personally deals with the customers and visitors. In earlier period, production was generally from a limited number of raw materials, that too available locally, and marketing the products was also, in most cases, confined to local market. Thus, in those days, the businessmen were interested in maximizing profits through the two important profit centre, i.e. production and marketing. A few decades ago, the office had been defined as a place where clerical work is performed for the successful operation of an institution. Office work may be done by a clerk within the four walls of a building.

Office activities have undergone vast changes in the last few decades. The World has witnessed spectacular developments and advances in the field of science, technology, industrialization, transport, communication etc., In modern concepts is to view office as a function. When it is taken as a function, it (Office) may direct, control and coordinate the office work wherever it is done and whosoever does it. Here it may be noted that in the modern time, offices are developed on scientific principles and their management and administration is in the hands of qualified and trained managerial personnel.

1.2 MEANING

Office is a place for transacting business where clerical and administrative functions are carried out to coordinate and control activities of the organization. A typical office performs tasks such as framing of business policies, processing and communication of information, record keeping, handling mails, execution of orders and managing receipts and payments. Office can be described as any place where information converges on paper which is documented, preserved and used for both current and future operations of business.

Office activities have undergone a vast change in the last four of five decades. The old dingy, cluttered, stuffy office rooms have vanished and in their place we have well ventilated well-lighted, air-conditioned offices with up to date furnishings in alluring, designs. Gone are the day when the head of the concern personally supervised the work of clerks. Today, modern offices are organized on scientific principles and their management and administration are in the hands of specialized office manager. Managers do not share the same room with clerks but sit in separate rooms. The clerks are supervised and controlled with the help of supervisors and through standard office systems, routines, office manuals etc.

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The vast changes have led to an expansion in the scale of production and business activities. As the size of business enterprises grows, there is corresponding increase in the volume of office work. The office activities of today are not performed by general clerks but by specialized clerks -**Receptionist, Cashier**, Typist, Telephone Operators etc. There is also a greater division of labour. Departmentalization of office has been effected. The office managers of today welcome greater use of machines and minimal use of human beings in the office work. Machines-typewriter, telephones, computers, calculators, duplicating machines, Dictaphones, accounting machines, intercom, cellular phones, internet system etc. help to save time and labour. Computers are the latest additions to the long list of office machines. They are capable of performing most clerical operations at high speed without errors. Thus modern office are becoming more and more high-tech.

Office is an important section of a business. The term business implies office work. The dictionary meaning of office is "a place for the transaction of business, the room or department, where the clerical work is done," or we can say "a place where business is carried on", or it is "a place where all sorts of activities of organization are dealt with". Office is the centre of an organization. Commercial office acts as a central directing and co-ordinating agency of the various activities of any business.

In modern age, the "office" is used in a broader sense. Prof. Dicksee states, "An office is to a business what the mainspring is to a watch". An organization cannot be carried on without an office, as a watch without the mainspring is useless. In the present times, the modern office organization has so much importance as the brain in a human body. Thus a commercial office can be called "a clearing house of all essential business information". The office has to receive or collect all information of the business, process the collected information (analyse, arrange and classify) and put them into understandable form on the one hand. On the other hand, the processed, information has to be presented or communicated to the management of the business, as and when required.

According to the Random House Dictionary "An office is a place where business is transacted or professional services are available" An office is the place where the control mechanisms for an enterprise are located, where records are initiated for communication, control and efficient operation of the enterprise.

According to Mills and Standing Ford, "The office is the administrative centre of a business. The purpose of an office has been defined as the providing of a service of communication and record.

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It is generally seen, in commercial offices, there are some persons to receive information, process them (made understandable in form) and supply the processed information to the management. Doing so, can be called clerical job. Clerical job includes correspondence (to collect information or clarify the information received) serving (filing), typing, book-keeping, handling of money etc. so it is confirmed that an efficient management of the organization helps the managers or executives to formulate planning, organizing, controlling and supervising the activities of a business concern Prompt and accurate decision depend upon timely information.

An office is a place to record the information for the purposes of control through collection (of information) handled and serviced and where the control mechanism for a business is located-paper work is to attain an aimed result. One must give importance to the office function rather than to the place. An office is a place of paper processing and memory centre for all its departments. In office, policies and ideas are formulated through collection and analysis of obtained information. An office maintains all records. And these readymade, scrutinized and processed information are made available to the management to attain the best result.

1.3 DEFINITION

A few definitions of office are given below:

“An office is the administrative centre of a business. The purpose of an office has been defined as the providing of a service of communication and record” **- Mills & Standing Ford.**

“An office is a place where business is transacted or professional service is available” **-Random Hours Dictionary**

“Office is a unit where relevant records for the purpose of control, planning and efficient management of the organization are prepared, handled or preserved. Office provides facilities for internal and external communication and coordinates activities of different departments of the organization.” **-Little field and Rachel**

“The essential feature of the office is the work itself, not who does it or where it is done. If it is office or clerical work in one place, it is office or clerical work everywhere regardless of where the work is done or who does it” **-Leffingwell and Robinson**

“The office is not in one place; no matter how much we centralize its services, there will still be office work at the point of use. Some enterprise are almost all office. The activities of the office do not, strictly speaking, constitute a function, they are parts of all

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functions". **-Chalres O. Libbey**

In a business organization, the chief executive and his management team cannot deal personally with all the communications and cannot remember all the facts connected with it. There, the office comes to their rescue by providing with relevant facts and figures on the basis of which the management exercises its managerial functions of planning, co-ordination and control.

According to Leffingwell and Robinson, "A well-organized office makes it possible for the management to plan its operations intelligently, to put its plans into effect surely, to follow their progress currently, to determine their effectiveness promptly, to appraise the results without delay and to coordinate all the activities of the business."

1.4 NATURE

According to the old concept "Office work" is mostly concerned with the records of an enterprise and making, preserving the records for further usage, so from this we can call office work as clerical work. And office work not only deals with records, it also includes communication, mechanical data processing, planning and scheduling etc.

Office work is mainly concerned with clerical work or paper work. But this is a very narrow view and is an old concept of office work. Now-a-days, office work has a very wide scope. Office work is primarily concerned with making, preserving and using records. The records are concerned about purchasing, producing, selling, accounting and correspondence, inventories and written or printed memorandum of all kinds. These records are essential for an efficient and effective control of the organization.

An office serves as the memory centre and control centre of an organization. The office performs many services like communication, reproduction, mechanical data, processing, procuring of stationery, furniture and equipment, secretarial assistance etc. to other departments in an organization. Office is a unit where relevant records for the purpose of control, planning and efficient management of the organization are prepared, handled and preserved. Office provides facilities for internal and external communication and co-ordinates activities of different departments of the organization.

The purpose of an office is:

1. To preserve all the records of the business.
2. To handle incoming correspondence.
3. To plan the policies of the business and ensure their implementation.

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4. To direct and co-ordinate the activities of the various department, and
5. To maintain accounts, statutory and non-statutory books etc. of the business.

1.5 OFFICE AUTOMATION

Till now, it was customary to transfer and store information on paper. With new electronic procedures and systems becoming more and more popular in use in modern Automated Office, the so called “Paperless Office” is becoming a near reality. A **‘Paperless Office’** is one in which paper has been replaced by electronic, digital, micrographic and micro processing systems and equipments. It is aptly said that. “The Office is now in a period of transition” where more and more information processing functions are being automated through sophisticated electronic systems, the Paperless Office is attainable today.”19 “It may be noted that though paperwork can be reduced by up to 95 per cent in the traditional Office, many people believe that a completely Paperless Office will not be attained in near future.”

According to **William Benedon** in the ‘Paperless Society; fact or fiction,’ there are six major barriers to a totally paperless office; namely 1. Traditional Values; 2. Legal Requirements; 3. Accounting and Audit Values; 4. Legislative Values; 5. Societal Values and; 6. Procedural Values; In contrast, the System Analysts, Records Managers, and other management professionals often complain of the high cost of creating, storing, retrieving, reproducing and disseminating paper documents. Modern offices are increasingly converting all incoming and original data to either electronic form or microfilm, which can then be edited, indexed, stored, retrieved or converted to paper. In some companies’ ‘Paperless Office’ integrates voice inputs, word processing, optical character recognition, electronic mail, calendars, message sending, filing directiones and text editing, computer indexing and processing, COM, Micrographics, automated storage and retrieval, telecommunications and colour graphics systems into a fully automated office facility. The Integrated Office has evolved into “Communicating Integrated Office”. Office Systems Communicate with each other by the use of satellites. Several Modern Offices provide satellite communication, video teleconferences, electronic mail and computer-to-computer hookups for intra-company use.

Each office has a personality of its own. This personality is a reflection of the purpose for which an office exists. The manufacturing office will have a profile that differs from that of a sales office. The accounting office will have a different orientation from that of a research and development office. In organizing a new office the office manager must first determine the prime reason existence of that office

and then add the necessary ingredients to bring about an efficient operation entity that achieves predetermined results:

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Although offices differ from one another in prime responsibility, many activities are commonly carried out by all the offices. Some of these activities are:

a. Processing Incoming mail.
b. Processing outgoing mail.
c. Maintenance of records (Filing and Indexing).
d. Establishing standard at office work.
e. Designing and procuring at office forms, stationery etc.
f. Recruitment and training of office staff.
g. Maintenance of furniture, machines, appliances etc.
h. Preparation of statements, reports etc.
i. Maintenance of accounts and other financial records.
j. Handling Telephone calls and enquiries.
k. Preparing update information for the whole firm.
l. Arranging the data in a quickly and accessible form for use.
m. Safeguarding the assets.
n. Keeping a prompt and accurate handling of enquiries orders etc.
o. Maintaining efficient flow of work in the office.

1.5.1 Subsystems of an automated office

The Modern Office System is said to have the following subsystems that are integrated into the Automated Office

1. Voice System.
2. Word Processing.
3. Optical Character Recognition (OCR).
4. Data Processing.
5. Reprographics.
6. Micrographics
7. Communication and Fascimile
8. Graphic systems.
9. Telecommunication
   (i) Teleconferencing
   (ii) Videoconferencing.
   (iii)Computer conferencing
   (iv) Tele presence (Latest innovation by CISCO Inc.)
10. Electronic Mail.
11. Photocomposition.
12. Computer Networking
13. Robotics, etc.

The Business Office is currently undergoing a dramatic change, an abrupt transition from antiquated procedures that have been evolved fundamentally for over a century to sophisticated, integrated systems involving electronic and advanced microcomputer technology

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1.6 FUNCTIONS OF OFFICE

An office is primarily concerned with collection and supply of information. Accurate and up-to-date information relating to organisation and other agencies affecting the organisation is always required for taking decisions and formulating policies. Besides, office has assumed many other responsibilities, such as safeguarding assets, personnel management, procurement of assets etc., which are incidental to the primary function.

Therefore, the functions of a modern office may be classified into two categories:

- ❖ Basic functions, and
- ❖ Administrative functions.

1.6.1 Basic Functions

Basic functions are those functions of an office which need to be performed in all types of organisations. They are mainly related to receiving and giving of information. These basic functions are as follows:

Collecting information

The office receives or collects information about various activities of the organisation. The information may be collected from internal or external sources. Internal sources may be employees and various departments of the organisation. The external sources are customers, suppliers and Government Departments etc. From internal sources information may be received in the form of letters, circulars, reports etc., and external sources provide information through letters, orders, invoices, inquiries, reports, questionnaires etc. The executives of the organisation may also collect information while visiting other organisations.

Recording information

The office keeps record of information collected from various sources to make it readily available to the management. The information is kept in the form of correspondence, reports, statements, circulars, lists, charts, registers, books, etc. An office has also to maintain records as prescribed under law. The registered office of a company is required to maintain Register of Members under the Companies Act, 1956.

Arranging, analysing and processing the information

The information collected in an office is generally not in the form in which it may be used by the management. Therefore, facts and figures collected have to be arranged, processed, organised and analysed to make them useful to the management. In this connection

financial statements, statistical statements, charts, lists, reports, summaries are prepared.

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Preserving Information

The information is properly sorted out and preserved in the most economic and scientific manner. Various types of equipments, filing cabinets, etc. are used for preserving records. Unnecessary and out-dated records are destroyed to make space for new and valuable records.

Supplying information

All accumulated and processed information is useless unless it is communicated. The office serves as a two way channel for communication. On the one hand, it supplies the collected, recorded and processed information to the management and on the other hand, the policy decisions, guidelines and instructions issued by the management to the departments are also routed through the office. The information may be supplied verbally or in writing.

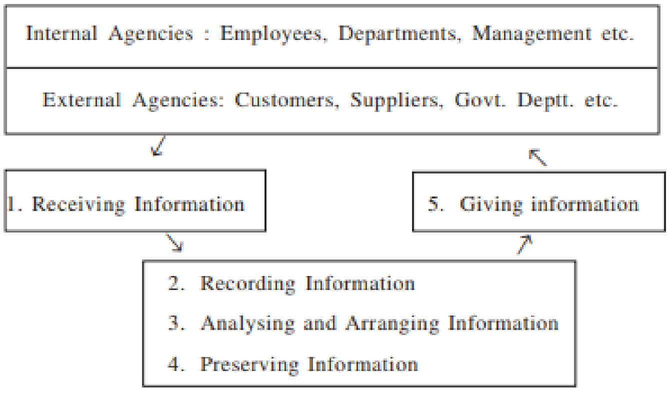


Fig.1.1 Basic Function

1.6.2 Administrative Functions

Administrative functions are in addition to the basic functions. But the office cannot hope to work smoothly without them. These relate to the tasks of protecting and safeguarding assets, maintaining and enhancing the operating efficiency, stationery control, choice and use of the office equipments and selection, training, placement, and remuneration of the personnel etc. The following functions are normally considered as administrative functions of an office:-

Management functions

Various functions of management are also applicable to the management of a office functions. Office work has to be planned,

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organised and executed according to the plan. Control is exercised to ensure efficiency of operations in the office.

a) Planning
b) Organizing
c) Staffing,
d) Directing,
e) Communicating,
f) Co-ordinating
g) Motivating are also important for the management of offices.

Office work has to be properly planned and organized and executed according to the plan. A proper control must be exercised over office activities and the affairs of the different individuals and departments in the organization must be coordinated.

Instituting office systems and routines

An office has to develop systems and procedures for providing better services to other departments. Each phase of office work is carefully analysed and a proper procedure is developed for it. Proper sequencing of different tasks is necessary to ensure continuous flow of work.

Procuring stationery and supplies

Adequate supply of office stationery of proper quality is necessary for the efficient performance of office work. The office purchases standard quality paper, pens, ink and other stationery items, maintains the stock and issues them only on demand.

Designing and control of office forms

Use of standardised forms simplifies office operations. It is the responsibility of the office to design, standardise, provide and control the forms to be used in the office as well as in other departments of the enterprise.

Purchasing office equipments and furniture

Efficient and economical performance of office work requires proper furniture, equipment and machines. Office has to arrange for selection and purchase of these items from reliable suppliers. It has also to ensure timely availability of furniture etc., to departments and employees to facilitate proper utilisation, as well as arrange for maintenance, servicing and replacement according to need.

Safeguarding of Assets

Different types of assets are maintained in an organisation. The assets must be protected against damages and losses on account of fire,

theft etc. An efficient control system is exercised by office to safeguard the assets.

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Personnel Management

The efficiency of office work depends very much on the employees. Their appointment, training, promotion, appraisal and welfare are the functions of the office.

Maintaining Public Relations

An organisation depends on public reputation and goodwill for its existence and progress. Maintaining public relations is also the responsibility of the office. Most organisations have reception counters to greet and receive visitors to the organization

1.7 IMPORTANCE OF OFFICE MANAGEMENT

Office is an indispensable part for all types of organisations just like the brain of a human body. It works as the nerve centre of the organisation, and is vital for its functioning. It helps management to plan, execute, communicate, control and co-ordinate activities to achieve the pre-defined objectives of the organisation.

The importance of an office is discussed below:

Office as a service centre

Office provides the services of typing, duplicating, printing, providing information from records, supplying forms and stationery etc. No organisation can work smoothly without these services. Therefore, office is sometimes referred to as a service department.

Office as a memory centre

All types of information are arranged and preserved in the office and supplied to management as and when required. Various transactions and activities of the organisation which are on record are preserved by the office. Therefore, office may be described as the memory centre, information centre or brain of an organisation.

Office as a channel of communication

It is through the office that communication, especially written communication, takes place between different departments and different levels of the organisation. An organisation would fail, in spite of the best organisational resources, if the communication system is not effective.

Office as a co-ordinator

Office maintains links with all the departments of an organization and keeps every department informed about what is happening in other departments. Thus, it provides the basis of co-ordination between departments. For example, office informs the

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production department about changing tastes and fashion in the market as revealed by the market survey conducted by marketing department. Similarly marketing department is supplied information about the cost of production to fix appropriate prices.

Office as a controller

Control is a necessary function of management executed through office. It requires (i) establishment of standards, (ii) measurement of performance against the standard (iii) ascertainment of deviation, and (iv)correction of deviations from standards and plans.

Office as a intermediary

The office maintains contact with outsiders and links the organisation with customers, suppliers, etc. It attends to the enquiries, orders and complaints, and maintains liaison between government and the organisation.

Importance of office to employees

Maintenance of attendance records, and preparation of wage and salary sheets for timely payment are the responsibility of the office. It is also responsible for operating different employee benefit schemes, like group insurance, provident fund, etc.

Importance of office to customers

The office acts as a link between the business and its customers. Enquiries, orders, and complaints of customers are taken care of by the office. It also advertises the products and their uses for information of the customers.

Importance to general public

The office also acts as a link between general public and the organisation. It is responsible for creating a good image for the organisation in the minds of people.

1.7.1 Challenges before office

In the contemporary business world office in our country faces challenges of different kinds-social, political, economical etc. Some of the challenges are stated below:

Mechanization

In the modern day the office activity is becoming more and mechanized, says for example, sophisticated mechines, like computers. The challenge before the management lies is installing these machines with the cooperation of the employees and their maintenance and proper use.

Growth

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Owners (Share-holders) are in no longer in direct control of the business of a company form of business organization. The top management aims the business to grow even when expansion is not accompanied by adequate profits. However, growth is accompanied by adequate return to the share-holders of the company.

Statutes

Various laws concerning the management are being changed frequently to achieve the social and economic objectives. It is essential for the office of an organization to gear itself to face such changes. The problem lies on the office in running the enterprise without evading the various laws.

Recruitment of Staff

By the introduction of sophisticated machines, it is an important problem to attract better entrants and train them properly. There must be provision of proper incentive system and promotional opportunities.

Reduction of paperwork

The office should distinguish between essential and non-essential records. Some records may be essential. Such records may be retained and other non-essential records should be destroyed.

Check your Progress

1. Define Office
2. Define paperless office
3. What are the functions of office management
4. What is the importance of basic functions?

1.8 ANSWER TO CHECK YOUR PROGRESS QUESTIONS

1. An office is the administrative centre of a business. The purpose of an office has been defined as the providing of a service of communication and record (Mills & Standing Ford)
2. A Paperless Office is one in which paper has been replaced by electronic, digital, micrographic and micro processing systems and equipments
3. An office is primarily concerned with collection and supply of information. Accurate and up-to-date information relating to organisation and other agencies affecting the organisation is always required for taking decisions and formulating policies. Besides, office has assumed many other responsibilities, such as safeguarding assets, personnel management, and procurement of assets etc., which are incidental to the primary function.

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4. Office is an indispensable part for all types of organisations just like the brain of a human body. It works as the nerve centre of the organisation, and is vital for its functioning. It helps management to plan, execute, communicate, control and co-ordinate activities to achieve the pre-defined objectives of the organization

1.9 SUMMARY

In this unit, you have learnt about the meaning, definition, nature, office automation, function and importance of office management. The term 'office' is commonly defined as a place where all sorts of clerical work is done. The office is a service department of an organisation. It is concerned with the handling of records of the enterprise. It provides clerical services like typing, duplicating, mailing, filing etc. for all other departments. The functions of the office may be classified into two broad categories basic functions and administrative functions. The basic functions are essential to the existence of the office. These include collecting, processing, recording, storing and furnishing information. The administrative functions are organisation of office activities, control of stationery, purchase of equipment, safe guarding of assets, management of personnel etc. The office occupies the central position in the whole organisation. The office mainly deals with the management of information. It brings about co-ordination between the departments. It also provides for communication internal as well as external. It tries to project the image of the business. It keeps in touch with the general public and government departments.

1.10 KEY WORDS

- **Office :** The nerve centre of the entire organization.
- **Administrative:** Relating to or responsible for administration.
- **Management:** The art of getting things done.
- **Front office :** It welcomes visitors.
- **Middle Office**: It is usually a part of operations division.
- **Electronic office or e-office :** Computer based office
- **Virtual office :** Being actual or in almost every respect.
- **Back office:** Building layout of early organization where tasks dedicated to the operating company.
- **Organization :** It means a group of people who are cooperating under the direction of leadership for accomplishment of communed.
- **Filing :** Keeping papers in order.
- **Indexing:** Anything giving an indication or table of contacts.
- **Globalization :** Position that puts worldwide

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- **Recruitment :** An action of a newly enlisted practice for employment.
- **Computing:** To calculate or estimate.
- **Cutthroat:** Extremely tough / relent less.
- **Handling:** Someone who to deal with.
- **Execution:** Performing or Accomplishing.
- **Documented:** Collection and keeping documents in order to be done.
- **Maintenance:** Act of protection.
- **Supervision:** To bring about conformity between planned & actual results
- **Communication:** Process of passing information.
- **Coordinating :** It means monitoring, balancing and keeping the team together
- **Planning:** Dealing in advance what is to be done

1.11 FURTHER READINGS

1. **Chopra, R.K. 1998.** Office Management. Himalaya Publishing House, Delhi.
2. **Ghosh, P.K. 1998.** Office Management: Principles and practice. Sultan Chand & Sons, New Delhi.
3. **George R. Terry.** Office Management and Control.
4. **J.C. Denyer.** Office Management.
5. **Kathiresan & Radha (2017**). Office Management. Prasanna Publishing House, Chennai

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Model Question

1.12 SELF-ASSESSMENT QUESTIONS AND EXERCISES

Short Questions

1. Define the term office
2. What does records management involve?
3. What activities take place in an office?
4. What is meant by ‘paper work’?
5. Name two basic functions of an office.
6. Write two points of importance of an office to a business enterprise.
7. Name two administrative functions of an office.

Big Questions

1. What is the importance of basic functions?
2. Define the term ‘office’. State the importance of the office.
3. Enumerate the basic functions of the office.
4. What are the administrative functions of office?
5. Is office work unproductive? Explain in brief.
6. What is meant by office? Explain its functions.
7. ‘‘An office is to a business what the mainspring is to a watch.’’ Explain this statement.
8. Discuss the significance of office to a modern enterprise.
9. Write the objectives of an office in detail.
10. What is the role of a modern office in business? Explain.

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UNIT -II OFFICE MANAGER

Structure

2.1 INTRODUCTION

"He,who can manage , can manage everything"

-Lawrence Appley

An office manager is responsible for facilitating the efficient functioning of an office via a range of administrative, clerical, financial and managerial tasks. An employee of a business or organization whose duties typically include allocating physical resources such as office space and supplies, scheduling internal events, overseeing operational staff such as accountants, technicians, and administrative personnel, and other details necessary to run an office in any industry or field.

An office manager is the person responsible for managing an office and keeping the company running smoothly. This position requires a special kind of person. Not everybody is fit to be an office manager. The duties of this job are often as diverse as the company itself. While most departments keep to themselves and don't have a need to interact much with other departments, the office manager needs to interact with all the departments and fully understand what is going on in each department. Besides the CEO of a company, no one knows the ins and outs better than the office manager.

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2.2 FUNCTIONAL MANAGER

Whatever has been discussed above indicates clearly the field of activities which is the area of an office managers operations. His functions are summarized here for the benefits of students:

Leadership

He has to control his office. The office manager is important for the smooth running of the organization. He is in-charge of the public relations. He helps other departments to achieve their goals. He has complete control over the work done in the office.

Co-ordination

He has to select the persons- right persons for the right jobs.

a. He will have to work and carefully see that the policies laid down by the management are implemented.
b. He is the connecting link between the top management and the workers. Workers approach him for their grievances and difficulties and manager has to redress them. If he is not able to do the needful, he must place it before the management
c. He has to work and safeguard the firm, where he is an office manager and
d. His primary duty is to the management and secondary duty to the workers. He must please both the parties. If either one of the parties is annoyed or neglected, he will be regarded as a bed manager.

Recruitment of Staff

He has to select the right person for the right job. For that he invites applications, conducts interviews and selects personnel.

Training of Staff

He provides training to the new employees as well as old employees to improve their skill in the latest techniques of management.

Motivation

He measures the employees work and output and offers rewards which increase their efficiency and ensure their better co-operation and lead to the promotion of the staff.

Discipline

Discipline in the office depends upon him. The rules and principles of the management should be followed by the sub-ordinates.

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He must have ability to speak. New methods cannot be accepted, unless full explanation is followed. He has to convince others about the fact findings.

Accounting

He has to keep a close touch with the accounting and costing section.

Controls Stationary

He has to safeguard the furniture, fittings, machines, equipment and various types of records.

Secretarial Services

He maintains statutory and accounts books, holds meetings, drafts reports and minutes etc. Thus he does the secretary’s functions.

Organizer and Supervisor

He organizes and supervises the office correspondence, messenger services, communication system, filling and indexing, protection of records etc. There is no hard and fast rule as to the functions of an office manager. His functions depend upon the type and size of the organization.

He has to face difficult situations very tactfully, and must have pleasing manners always in dealing with critical positions and in suggesting suitable ideas. He must be tactful

2.3 ROLE OF THE OFFICE MANAGER

Office managers are responsible for running the office, keeping office supplies stocked, and making sure the company stays profitable. That's right, office managers also work with CFOs and other financial executives of the company to make sure company expenses stay within budget. Why? Because it is the office manager who interacts with all the departments of a company. They make sure each department knows what they need to do. They also collect financial and work reports from all departments. It is the office manager that interviews, selects, and then places employees in different departments of a company. The office manager is also the role model of the company. He or she coaches, counsels, and disciplines others as needed to ensure productivity and a healthy work environment.

A typical job description for an office manager might be the following.

- Maintain office functions by organizing and monitoring staff.
- Keep the office organized to increase office efficiency.

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- ❖ Maintain critical records for the company and maintain a procedure for the handling of sensitive data including storage and disposal.
- ❖ Prepare reports to keep management informed of the activities of the company.
- ❖ Schedule, assign, and oversee employees.
- ❖ Prepare annual budget and plan purchases to stay within the budget.
- ❖ Maintain a team spirit and a healthy work environment.

2.4 ESSENTIAL QUALITIES OF AN OFFICE MANAGER

What a management expects of the office manager is evident from some of his qualifications from the viewpoint of the top management. These qualifications are determined by the size of an organization and the relative importance placed on office activities.

The qualities of an office manager are presented below.

1. The office manager must be able to plan the office work, organize the work among office staff according to their ability and aptitude, direct and motivate staff to perform the work efficiently and economically and to maintain discipline and harmony among the staff fairly and firmly.
2. A good office manager should have as wide and varied a business experience as possible.
3. Office manager must have a good command of language.
4. He must be a model leader to his office staff.
5. He must be deal with the problems more confidently and firmly.
6. He must be a good organizer.
7. He must be able to take sound and firmly decision but there is no hasty decision.
8. He must be well aware of office work and the purpose of doing such work.
9. He must have an ability to give clear direction to others. In other words, the listener should understand what the office manager means.
10. He must be a common man to every office staff.
11. He must be a pioneer in doing the office work.
12. He must be sincere to do his duties.
13. He must understand the feelings of office staff and human nature.
14. He must present the office before the office hour and available throughout the office hour.
15. He must be able to create team spirit among office staff.
16. He should have self-confidence and self-control
17. He should not get angry at any cost

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18. He must be constantly in touch with the new facts and methods of office work in order to increase the efficiency of office staff.
19. Most of above mentioned qualities are inherent or inborn, although some of these qualities can be acquired or improved through practice and training.

2.5 LEADERSHIP QUALITIES

An effective project leader is often described as having a vision of where to go and the ability to articulate it. Visionaries thrive on change and being able to draw new boundaries. It was once said that a leader is someone who-

"Lifts us up, gives us a reason for being and gives the vision and spirit to change."

Visionary leaders enable people to feel they have a real stake in their work. They empower people to experience the vision on their own.

Strong leadership skills promote a “following” among employees and team members and though not all will play, everyone will have a role regardless of the contribution to the collective effort. Keep in perspective, that the majority of individuals on a team or organization routinely meet the minimum requirements of their task or responsibilities and the remaining individuals either add risk or offset risk.



Fig.2.1 Leadership qualities

A Good Communicator

The ability to communicate with people at all levels is almost always named as the second most important skill by managers. A manager’s leadership calls for clear communication about goals,

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responsibility, performance, expectations and feedback. There is a great deal of value placed on openness and directness. The manager is also the team's or department's link to the larger organization. The manager must have the ability to effectively negotiate and use persuasion when necessary to ensure the success of the team or project. Through effective communication, managers support individual and team achievements by creating explicit guidelines for accomplishing results and for their career advancement.

Integrity

One of the most important things a manager must remember is that his or her actions, and not words, set the modus operandi for the team. Good leadership demands commitment to, and demonstration of, ethical practices. Creating standards for ethical behavior for oneself and living by these standards, as well as rewarding those who exemplify these practices, are responsibilities of leaders.

Enthusiasm

Enthusiastic leaders are committed to their goals and express this commitment through optimism. Leadership emerges as someone expresses such confident commitment to a project that others want to share his or her optimistic expectations. Enthusiasm is contagious and effective leaders know it.

Empathy

What is the difference between empathy and sympathy? Although the words are similar, they are, in fact, mutually exclusive. According to Norman Paul, in sympathy the subject is principally absorbed in his or her own feelings as they are projected into the object and has little concern for the reality and validity of the object's special experience.

Competence

Simply put, to enlist in another's cause, we must believe that that person knows what he or she is doing. Leadership competence does not however necessarily refer to the leader's technical abilities in the core technology of the business. As project management continues to be recognized as a field in and of itself, leaders will be chosen based on their ability to successfully lead others rather than on technical expertise, as in the past. Having a winning track record is the surest way to be considered competent. Expertise in leadership skills is another dimension in competence. The ability to challenge, inspire, enable, model and encourage must be demonstrated if leaders are to be seen as capable and competent.

Ability to Delegate Tasks

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Trust is an essential element in the relationship of a leader and his or her team. You demonstrate your trust in others through your actions - how much you check and control their work, how much you delegate and how much you allow people to participate.

Cool under Pressure

In a perfect world, projects would be delivered on time, under budget and with no major problems or obstacles to overcome. But we don't live in a perfect world - projects have problems. A leader with a hardy attitude will take these problems in stride. When leaders encounter a stressful event, they consider it interesting, they feel they can influence the outcome and they see it as an opportunity.

Team-Building Skills

A team builder can best be defined as a strong person who provides the substance that holds the team together in common purpose toward the right objective. In order for a team to progress from a group of strangers to a single cohesive unit, the leader must understand the process and dynamics required for this transformation.

Problem Solving Skills

Although an effective leader is said to share problem-solving responsibilities with the team, we expect our leaders to have excellent problem-solving skills themselves. They have a "fresh, creative response to here-and-now opportunities," and not much concern with how others have performed them. *(Kouzes 1987)*

2.6 MANAGERIAL QUALITIES

Office managers essentially ensure the smooth running of an office on a day-to-day basis and may manage a team of administrative or support staff. Responsibilities typically include:

- Organising meetings and managing databases
- Booking transport and accommodation
- Organising company events or conferences
- Ordering stationery and furniture
- Dealing with correspondence, complaints and queries
- Preparing letters, presentations and reports
- Supervising and monitoring the work of administrative staff
- Managing office budgets
- Liaising with staff, suppliers and clients
- Implementing and maintaining procedures/office administrative systems
- Delegating tasks to junior employees
- Organising induction programmes for new employees
- Ensuring that health and safety policies are up to date
- Using a range of software packages

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- Attending meetings with senior management
- Assisting the organisation's function by keeping personnel records up to date, arranging interviews and so on.

2.7 ADMINISTRATIVE QUALITIES

The best quality of an administrator is organizing. A good administrator should have first patience and good communication skills to be able to understand and answer questions, have a positive body language, and the natural like of helping people and doing other tasks.

- Communication Skills. Communication, interpersonal relationship and listening skills are possibly the top desired qualities every company looks for in an administrative assistant
- Organizational Skills
- Time Management Skills
- Dependability and Reliability.
- Confidentiality
- Customer or Client Service Orientation

2.8 SUPERVISION AND SUPERVISORS

- Ensuring that the work is done as per schedule
- Exercising regular control over the quantity and quality of the work
- Reporting arrears of work , if any , to the office staff
- Ensuring punctuality
- Controlling the use of stationery and other supplies
- Maintaining the equipment etc. in proper working conditions
- Maintaining the office m well organized clean and tidy

The office manager should stand above the internal political and co-ordinate their activities for the benefit of the organization as a whole. Moreover, he should ensure that there is good co-ordinnation at his own level.

Thus, there must be full co-operation between the office manager and the managers of other functional departments for the efficient performance of all the functions of the management. They should not he state to consult other functional managers frequently. This will enable him to know what information is likely to be necessary so that he may keep proper records and nothing more or less. Unwanted records shall only lead to excessive cost.

Check your Progress

1. Write two points of the functional manager
2. What are the role of the office manager
3. List out the two managerial qualities of manager

2.9 ANSWER TO CHECK YOUR PROGRESS QUESTIONS

1. **Leadership**: He has to control his office. The office manager is important for the smooth running of the organization. He is in-charge of the public relations. He helps other departments to achieve their goals. He has complete control over the work done in the office.

Motivation: He measures the employees work and output and offers rewards which increase their efficiency and ensure their better co-operation and lead to the promotion of the staff.

2. The office manager that interviews, selects, and then places employees in different departments of a company. The office manager is also the role model of the company. He or she coaches, counsels, and disciplines others as needed to ensure productivity and a healthy work environment.

3. Office managers essentially ensure the smooth running of an office on a day-to-day basis and may manage a team of administrative or support staff. Responsibilities typically include:

- ❖ Organising meetings and managing databases
- ❖ Booking transport and accommodation

2.10 SUMMARY

An office manager is the executive in-charge of an office and his main function is to organize and control it is such a manner that this service function is performed efficiently and effectively. The office manager should stand above the internal politics and co-ordinate their activities for the benefit of the organization as a whole. Moreover, he should ensure that there is good co-ordination at his own level.

2.11 KEY WORDS

- **Leadership :** The office manager is important for the smooth running of the organization. He is in-charge of the public relations. He helps other departments to achieve their goals.
- **Recruitment of Staff :** To select the right person for the right job. For that he invites applications, conducts interviews and selects personnel.
- **Training of Staff:** Training to the new employees as well as old employees to improve their skill in the latest techniques of management.
- **Motivation:** The employees work and output and offers rewards which increase their efficiency and ensure their better co-operation and lead to the promotion of the staff.

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- **Discipline : ** Discipline in the office depends upon him. The rules and principles of the management should be followed by the sub-ordinates.
- **Accounting : ** To keep a close touch with the accounting and costing section.
- **Integrity:** One of the most important things a manager must remember is that his or her actions, and not words, set the modus operandi for the team.
- **Communication:** A manager's leadership calls for clear communication about goals, responsibility, performance, expectations and feedback. There is a great deal of value placed on openness and directness.
- **Team-Building Skills:** A strong person who provides the substance that holds the team together in common purpose toward the right objective.
- **Problem Solving Skills:** To share problem-solving responsibilities with the team, we expect our leaders to have excellent problem-solving skills themselves.

2.12 FURTHER READINGS

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10. **Keith Davis.** Human Relations of Work

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2.13 SELF-ASSESSMENT QUESTIONS AND EXERCISES

Short Questions

1. Write short note on office manager
2. What is meant by Administration?
3. What is record management?

Big Questions

1. State & Explain the functions of an office manager
2. What are the characteristics of a successful office manager
3. What are the qualification of an office manager
4. Describe the relationship of an office manager with others

UNIT-III OFFICE ORGANIZATION

Structure

3.1 INTRODUCTION

"An efficient office organization implies a careful planning of what is to be done, by whom it is to be done and by whom it will be supervised"

An office organization involves the division of office activities into certain departments as well as persons. The office manager defines, and assigns activities, so that they can be most effectively executed. It

means the determination and assignment of duties to the workers, and also the establishment and the maintenance of authoritative relationship among these grouped activities. Each department works in coordination with the other departments. Organization is the backbone of the management. With proper care at all levels, it is possible for the management to attain the aimed goal.

Further each department splits the job into many simple processes; and each process is operated by a person. The sub-division of a sub-divided job makes the work simple, easy to understand and quick to perform. The office may be divided on the basis of size and nature of a concern. However, for big concerns there may be the following departments:

1) Accounts Department,
2) Cash Department,
3) Correspondence Department,
4) Purchase Department,
5) Sales Department,
6) Advertising Department and
7) Filling (Record) Department etc.

Further if the concern is very large, there may be Credit Department, Personnel Department, etc. In practice, the principle of division of labour to an office organization means the division of office (work) into as many departments as necessary and each department is made responsible to increase the sales. The purchase department is responsible for good purchase and is answerable if bad quality of goods are purchased. The credit department is answerable if bad debt increases, so on and so forth. Thus, the responsibility is being fixed on all departments. In addition, a person, who deals in one item continuously, becomes an expert and specialist. Through him better and quicker result is possible for the management.

Therefore, by division of labour responsibility can be fixed on individuals. People gain more efficiency in the work (.e.g. cashier of a bank).

3.1.1.Meaning of organization

An entrepreneur organizes various factors of production like land, labour, capital, machinery, etc. for channelizing them into productive activities. The product finally reaches consumers through various agencies. Business activities are divided into various functions, these functions are assigned to different individuals. Various individual efforts must lead to the achievement of common business goals. Organization is the structural framework of duties and responsibilities required of personnel in performing various functions with a view to achieve business goals through organization. Management tries to combine various business activities to accomplish predetermined goals

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Present business system is very complex. The unit must be run efficiently to stay in the competitive world of business. Various jobs are to be performed by persons most suitable for them. First of all various activities should be grouped into different functions. The authority and responsibility is fixed at various levels. All efforts should be made to co-ordinate different activities for running the units efficiently so that cost of production may be reduced and profitability of the unit may be increased.

3.1.2. Definitions of organization

Organization is one of fundamental functions of management. After having thought out the objective or goal of an enterprise and course of action to be followed, it is necessary to give a practical shape to the work to be performed to meet that objective. in organization , we divide the work , and prepare a structural plan.

"Organization is a group of people who are co-operating under the direction of leadership for the accomplishment of common end"- **Ralph C.Davis.**

"Organization is the arrangement of function deemed necessary for the attainment of the objective and is an indication of the authority and the responsibility assigned to individual charged with the execution of their respective functions"

Louis Allen, "Organization is the process of identifying and grouping work to be performed, defining and delegating responsibility and authority and establishing relationships for the purpose of enabling people to work most effectively together in accomplishing objectives." In the words of Allen, organization is an instrument for achieving organizational goals. The work of each and every person is defined and authority and responsibility is fixed for accomplishing the same.

Wheeler, "Internal organization is the structural framework of duties and responsibilities required of personnel in performing various functions within the company. It is essentially a blue print for action resulting in a mechanism for carrying out function to achieve the goals set up by company management". In Wheeler's view, organization is a process of fixing duties and responsibilities of persons in an enterprise so that business goals are achieved.

Koontz and O'Donnell, 'The establishment of authority relationships with provision for co-ordination between them, both vertically and horizontally in the enterprise structure." These authors view organization as a coordinating point among various persons in the business.

Oliver Sheldon, "Organization is the process so combining the work which individuals or groups have to perform with the facilities necessary for its execution, that the duties so performed provide the

best channels for the efficient, systematic, positive and coordinated application of the available effort". Organization helps in efficient utilization of resources by dividing the duties of various persons.

C.H. Northcott, 'The arrangement by which tasks are assigned to men and women so that their individual efforts contribute effectively to some more or less clearly defined purpose for which they have been brought together". According to Northcott the purpose of organisation is to co-ordinate the activities of various individuals working in the organisation for the attainment of enterprise goals.

L.H. Haney, "Organisation is a harmonious adjustment of specialised parts for accomplishment of some common purpose or purposes". Organisation is the adjustment of various activities for the attainment of common goals.

From the foregoing observations, it is clear that the need for organization will arise whenever group efforts are required. Organization is next to the planning function in the process of management

3.2 OBJECTIVES OF BUSINESS ENTERPRISES

Different authors look at the word 'Organization' from their own angle. One thing which is common in all the viewpoints is that organization is the establishment of authority relationship among persons so that it helps in the achievement of organizational objectives.

Some of the characteristics of organization are studied as follows:

Division of Work

Organization deals with the whole task of business. The total work of the enterprise is divided into activities and functions. Various activities are assigned to different persons for their efficient accomplishment. This brings in division of labour. It is not that one person cannot carry out many functions but specialization in different activities is necessary to improve one's efficiency. Organization helps in dividing the work into related activities so that they are assigned to different individuals.

Co-Ordination

Co-ordination of various activities is as essential as their division. It helps in integrating and harmonizing various activities. Co-ordination also avoids duplications and delays. In fact, various functions in an organization depend upon one another and the performance of one influences the other. Unless all of them are properly co-ordinated, the performance of all segments is adversely affected.

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Common Objectives

All organizational structure is a means towards the achievement of enterprise goals. The goals of various segments lead to the achievement of major business goals. The organizational structure should build around common and clear cut objectives. This will help in their proper accomplishment.

Co-operative Relationship

An organization creates co-operative relationship among various members of the group. An organization cannot be constituted by one person. It requires at least two or more persons. Organization is a system which helps in creating meaningful relationship among persons. The relationship should be both vertical and horizontal among members of various departments. The structure should be designed that it motivates people to perform their part of work together.

Well-Defined Authority

Responsibility Relationships: An organization consists of various positions arranged in a hierarchy with well-defined authority and responsibility. There is always a central authority from which a chain of authority relationship stretches throughout the organization. The hierarchy of positions defines the lines of communication and pattern of relationships

3.3 ORGANIZING THE OFFICE

Office organization is the arrangement of work such that the activities of an enterprise are divided among its personnel and duties and responsibilities are allocated. It comprises the formal interrelationship among the personnel by virtue of their duties and responsibilities

The need for organization arises when two or more people work together. A one-man business will have no difficulty about co-coordinating the efforts of the buying, selling and other management functions of business. “but when the business starts to grow, and separate departments are created for buying. Sales,accounting administration, and so on, the need for organization grow with it”. With the growing complexities of a large scale organization, the need and importance of organization has grown substantially.

The importance of organization can also be judged from the fact that a good organization is now regarded as the foundation of sound management.

3.3.1. Steps in organization management

Organizing refers to the grouping of activities necessary for the attainment of objective. It also indicates the authority and the

responsibility assigned to individual charged with the execution of their respective functions.

The following steps are involved in organizing the structure of an enterprise.

Knowledge of objectives

While organization, it is important bear in mind the objective or target of organization or department. The objective must be determined, keeping in view the environmental situation. They must be clear, precise and complete, and free from ambiguity or confusion. Unless the manager or supervisor knows the objective, he may not be able to organize properly and motivate people towards the attainment of the objective.

Division of work into activities

After laying down objectives, the manager must identify the total work involved in achieving them. For instance, the total work involved of a manufacturing enterprise may be divided into production, finance, personnel, marketing and such other activities.

Grouping the activities

The next step is to group the various activities into practical units based on similarities and importance, and to indicate the person who would do the work. For instance, purchasing, machining, assembling may be placed under manufacturing while recruiting, training job grading, compensation may be placed under personnel.

Defining and assigning activities to jobs

Jobs must be clearly defined and the activities related to them must clearly identified and assigned. This will help the management to fix the authority and responsibility of the employees concerned.

3.3.2. Administration

There is a sharp difference of opinion among experts about the meaning and significance of the term “administration “, “management” and “organization”. Some writers maintain that there is no difference between these terms, while others are of the view that they are not synonymous and have different meanings.

Management versus administration

The term administration is that function of an enterprise which relates to the overall determination of policies and major objectives.

- Administration is the function of “determining the policies upon which the enterprise is to be conducted, while the function of management is to carry out the policies laid down by the administration group. **-Leffingweel and Robinson**

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- ❖ "Administration is largely determinative , whereas management is essentially executed."-**Oliver sheldon**
- ❖ "Administration includes broad policy-making and management is a part or element of administration" **-Prof. Walter.**

The term "administration "is more often used in non-business enterprises or government departments. The term management may be used for business and non-business enterprises

3.4 PRINCIPLES OF ORGANIZATION

The organizing process can be done efficiently if the managers have certain guidelines so that they can take decisions and can act. To organize in an effective manner, the following principles of organization can be used by a manager.

Principle of Specialization

According to the principle, the whole work of a concern should be divided amongst the subordinates on the basis of qualifications, abilities and skills. It is through division of work specialization can be achieved which results in effective organization.

Principle of Functional Definition

According to this principle, all the functions in a concern should be completely and clearly defined to the managers and subordinates. This can be done by clearly defining the duties, responsibilities, authority and relationships of people towards each other. Clarifications in authority-responsibility relationships helps in achieving co-ordination and thereby organization can take place effectively. For example, the primary functions of production, marketing and finance and the authority responsibility relationships in these departments should be clearly defined to every person attached to that department. Clarification in the authority-responsibility relationship helps in efficient organization.

Principles of Span of Control/Supervision

According to this principle, span of control is a span of supervision which depicts the number of employees that can be handled and controlled effectively by a single manager. According to this principle, a manager should be able to handle what number of employees under him should be decided. This decision can be taken by choosing either from a wide or narrow span. There are two types of span of control:-

- ❖ **Wide span of control** It is one in which a manager can supervise and control effectively a large group of persons at one time. The features of this span are:-
  - Less overhead cost of supervision
  - Prompt response from the employees

- Better communication
- Better supervision
- Better co-ordination
- Suitable for repetitive jobs

According to this span, one manager can effectively and efficiently handle a large number of subordinates at one time.

❖ **Narrow span of control**According to this span, the work and authority is divided amongst many subordinates and a manager doesn't supervises and control a very big group of people under him. The manager according to a narrow span supervises a selected number of employees at one time. The features are:-
  - Work which requires tight control and supervision, for example, handicrafts, ivory work, etc. which requires craftsmanship, there narrow span is more helpful.
  - Co-ordination is difficult to be achieved.
  - Communication gaps can come.
  - Messages can be distorted.
  - Specialization work can be achieved.

Principle of Scalar Chain

Scalar chain is a chain of command or authority which flows from top to bottom. With a chain of authority available, wastages of resources are minimized, communication is affected, overlapping of work is avoided and easy organization takes place. A scalar chain of command facilitates work flow in an organization which helps in achievement of effective results. As the authority flows from top to bottom, it clarifies the authority positions to managers at all level and that facilitates effective organization.

Principle of Unity of Command

It implies one subordinate-one superior relationship. Every subordinate is answerable and accountable to one boss at one time. This helps in avoiding communication gaps and feedback and response is prompt. Unity of command also helps in effective combination of resources, that is, physical, financial resources which helps in easy co-ordination and, therefore, effective organization.

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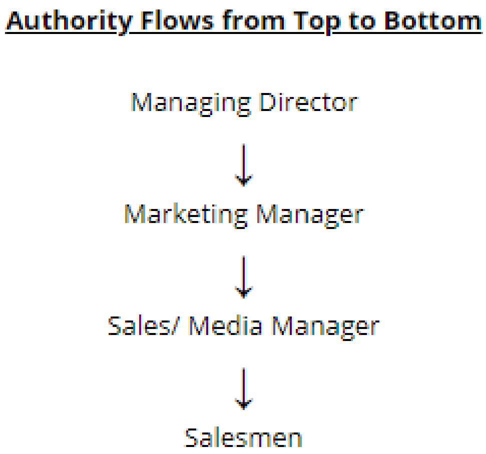


Fig.3.1 Authority Flows from Top to Bottom

According to the above diagram, the Managing Director has got the highest level of authority. This authority is shared by the Marketing Manager who shares his authority with the Sales Manager. From this chain of hierarchy, the official chain of communication becomes clear which is helpful in achievement of results and which provides stability to a concern. This scalar chain of command always flow from top to bottom and it defines the authority positions of different managers at different levels.

He cannot escape responsibilities by saying that the mistake was committed by a particular worker.

- Principle of flexibility.
- Principle of division of work
- Principle of discipline.
- Principle of continuity of operations.
- Principle of employee participation.

3.4.1. Classification of organizations

Organizations are basically classified on the basis of relationships. There are two types of organizations formed on the basis of relationships in an organization

Formal Organization

This is one which refers to a structure of well-defined jobs each bearing a measure of authority and responsibility. It is a conscious determination by which people accomplish goals by adhering to the norms laid down by the structure. This kind of organization is an arbitrary set up in which each person is responsible for his performance. Formal organization has a formal set up to achieve pre-determined goals.

A formal organization is one in which position, responsibility, authority and accountability at each level is clearly defined. A formal

organization is bound by the rules, systems, producers and methods as laid down by the top management from time to time.

Advantages

1. Avoidance of role conflict.
2. Avoidance of overlapping of authority and responsibility
3. Advantage of specialization
4. Defining and standardizing systems, rules, policies and procedures of an enterprise, etc.

Disadvantages

1. It does not recognize informal relationships;
2. It creates problem of communication;
3. It emphasizes structure rather than people

Informal Organization

It refers to a network of personal and social relationships which spontaneously originates within the formal set up. Informal organizations develop relationships which are built on likes, dislikes, feelings and emotions. Therefore, the network of social groups based on friendships can be called as informal organizations. There is no conscious effort made to have informal organization. It emerges from the formal organization and it is not based on any rules and regulations as in case of formal organization.

An informal organization always exists together with a formal organization in every enterprise. In an organization, people evolve informal groups among themselves which are bound together by common social, technological work or other interests. Such groups make up an informal organization.

According to **Davis** "An informal organization is that network of personal and social relations which is not established by formal organization." It is an accepted fact that wherever people work together, social relationships and groupings are bound to arise on account of their frequent contact with one another which give rise to informal organizations.

Advantages

1. It provides a useful channel of communication;
2. It covers deficiencies of formal organizations;
3. It influences the formal organizations to work carefully;
4. It brings about mutuality among group members who derive job satisfaction by an exchange of ideas and views, etc.

Disadvantages

1. It may tend to act on basis of mob psychology.
2. It may be a source of rumors or wastage of time;

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3. It may tend to oppose change

3.5 ORGANIZATIONAL CHART

The definition of an organization chart or "org chart" is a diagram that displays a reporting or relationship hierarchy. The most frequent application of an org chart is to show the structure of a business, government, or other organization. Org charts have a variety of uses, and can be structured in many different ways. They might be used as a management tool, for planning purposes, or as a personnel directory, for example. Perhaps your organization doesn't operate in a "command and control" style, but instead relies on teams.

3.5.1. Types of organizational chart

There are three major types of charts namely,

1. Vertical Chart
2. Horizontal Chart
3. Circular or Concentric Chart

Vertical Chart

Vertical chart is the traditional and most widely used type of chart. It moves from top to bottom. It is also known as pyramidical chart shows the vertical flow of authority

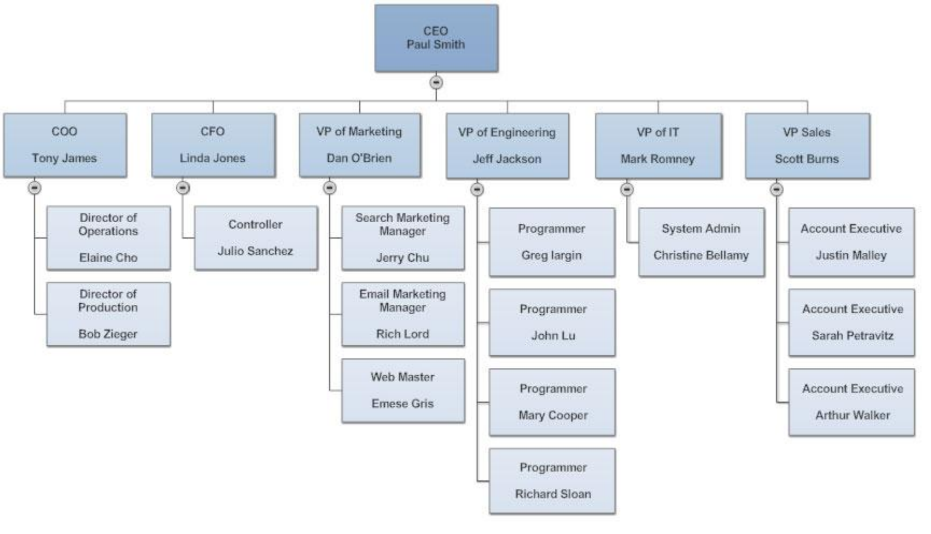


Fig.3.2 Conventional organization Chart (Vertical)

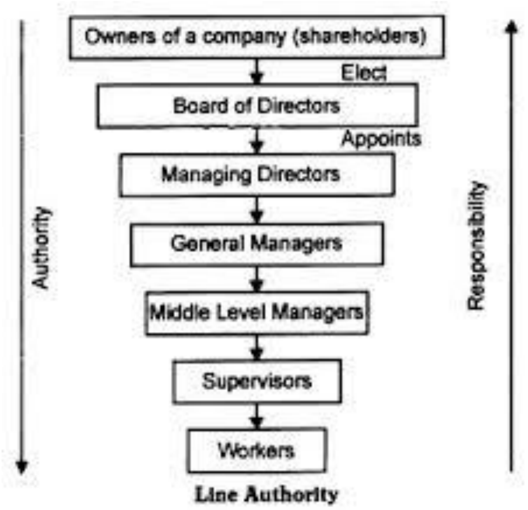
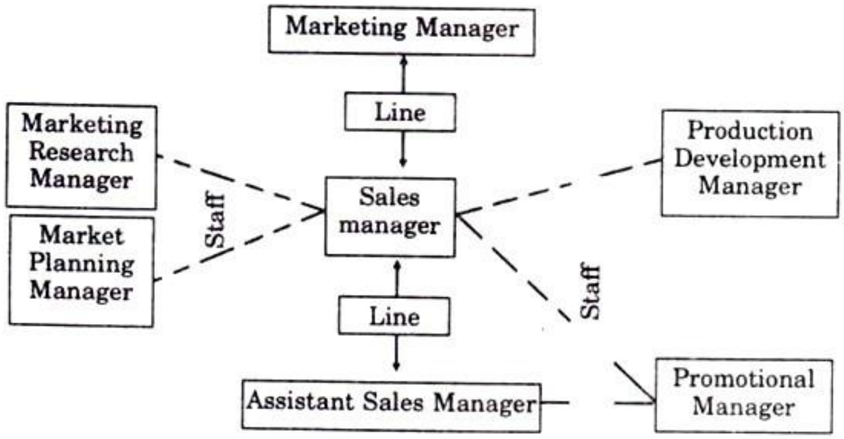


Fig.3.3 Flow of Authority in line organization



3.4 Line and staff organization

Horizontal Chart

The horizontal chart moves from left to right. In this chart, vertical column represent the levels and the flow of authority from the highest to lowest is shown by movements from left to right.

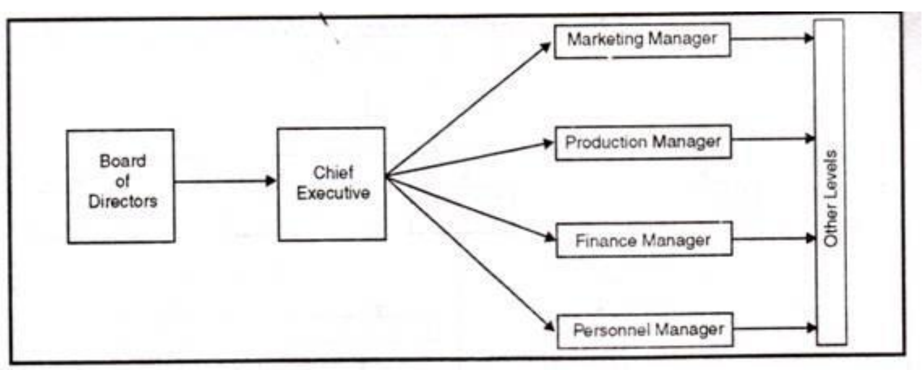


Fig 3.5 Horizonntal (OR LEFT TO RIGHT) organizational Chart

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Circular or Concentric Chart

Another graphic presentation of an organizational structure is in the form of a circular or concentric organization chart as illustration Fig 3.5. The highest position in this type of chart is in the Centre and constitutes the bull's eye.

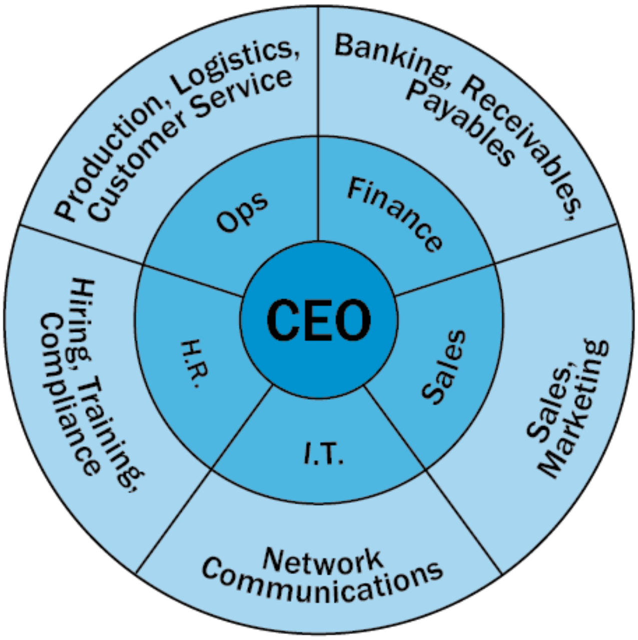


Fig 3.6 Concentric or Circular organization Chart

3.5.2. Advantages of organisation chart

1. An organization chart tells quickly as who is responsible for a particular function.
2. It pinpoints the weakness of the organization (refer points 6 and 7 above).
3. Information contained in the organization chart supplements the details available in organization manual.
4. An organization chart can serve as a training device and as a guide in planning for expansion.
5. An organization chart is useful in showing the nature of organization, and changes, if any, in the existing staff and the new-comers.

3.5.3. Disadvantages of organisation chart

1. An organization chart needs frequent updating.
2. It shows a static picture of the dynamic business.
3. It induces certain structural rigidity and may encourage red tape. This is because an organization chart marks definite channels through which information must flow. Short cuts, sometimes, may improve efficiency.

4. It is very difficult to portray human relationships on an organization chart

3.6 LINE AND STAFF AUTHORITY

The process of organization involves the grouping of activities and the establishment of authority relationships among these activities. But even this is not enough. The various activities have to be necessarily co-ordinate for the accomplishment of organizational objectives.

There are four different types of organizations, viz.

(i) Line organization.
(ii) Functional organization.
(iii) Line and staff organization and
(iv) Committee organization

3.6.1. Line organization

Line organization is the simplest and oldest form of organization structure. It is called as military or departmental or scalar type of organization. Under this system, authority flows directly and vertically from the top of the managerial hierarchy 'down to different levels of managers and subordinates and down to the operative level of workers.

Line organization clearly identifies authority, responsibility and accountability at each level. The personnel in Line organization are directly involved in achieving the objectives of the organization.

The line organization structure is given below:

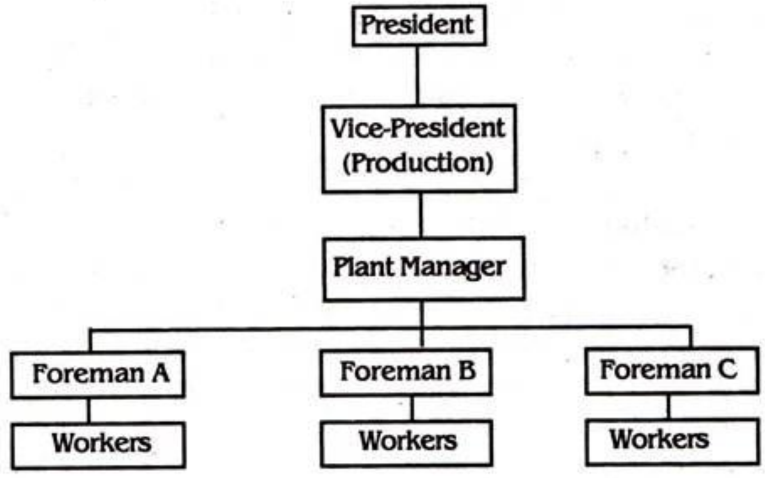


Fig 3.7 Line Organization

Advantages

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- ❖ The line organization structure is very simple to understand and simple to operate.
- ❖ Communication is fast and easy and feedback can be acted upon faster.
- ❖ Responsibility is fixed and unified at each level and authority and accountability are clear-cut, hence each individual knows to whom he is responsible and who is or in truth responsible to him.
- ❖ Since it is especially useful when the company is small in size, it provides for greater control and discipline in the organization.
- ❖ It makes rapid decisions and effective coordination possible. So it is economic and effective.
- ❖ The people in line type of organization get to know each other better and tend to feel close to each other.
- ❖ The system is capable of adjusting itself to changing conditions for the simple reason that each executive has sole responsibility in his own sphere.

Disadvantages

- ❖ It is a rigid and inflexible form of organization.
- ❖ There is a tendency for line authority to become dictatorial.
- ❖ It overloads the executive with pressing activities so that long-range planning and policy formulation are often neglected.
- ❖ There is no provision for specialists and specialization, which is essential for growth and optimization.
- ❖ Different departments may be much interested in their self-interests, rather than overall organizational interests and welfare.
- ❖ It is likely to encourage nepotism.
- ❖ It does not provide any means by which a good worker may be rewarded and a bad one punished.

3.6.2. Functional organisation

The functional organisation was evolved by **F.W. Taylor** while he was working as a foreman. He suggested eight foremen, four in factory and four in planning division as under

Factory Division

(i) The gang boss,
(ii) The speed boss,
(iii) The inspector, and
(iv) The maintenance or repair boss.

Planning Division

(i) Route Clerk,
(ii) Instruction card clerk,
(iii) Time and cost clerk, and

(iv) The shop disciplinarian.

He evolved his functional organisation system, which consists in "so dividing the work of management that each man, from the assistant superintendent down, shall have as few functions as possible to perform."

According to **Terry**, "Functional organisation refers to the organisation which is divided into a number of functions such as finance, production, sales, personnel, office and research and development and each of functions are performed by an expert".

Advantages

- Each manager is an expert in his field. He has to perform a limited number of functions. So complete specialisation will be in functional organisation.
- The greater degree of specialisation leads the improvement in the quality of product.
- Since the job requirements are definite and tangible, organisation can achieve the intensive utilisation of the principle of specialisation of labour at the managerial level.
- Specialisation will lead for mass production and standardisation. e. Since experts get sufficient time for creative thinking, planning and supervision are made efficient.
- It increases the work satisfaction for specialists who presumably do what they like to do.

Disadvantages

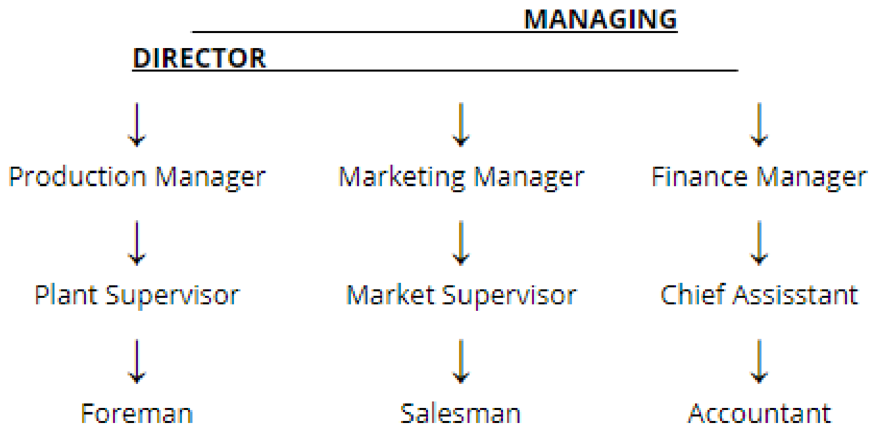
- Since there is no direct boss or controller of the workers, co-ordination is hard to achieve.
- Since workers are under different bosses, discipline is hard to achieve. As results there will be low morale on the part of the workers.
- The non-supervisory employees are uncertain as to whom they should turn for advice and aid when problem call for analysis.
- Due to that control is divided, action cannot be taken immediately.
- Since there will be many foreman of equal rank in the same department, the conflicts of leadership may arise.
- It reduces the opportunities for the training of all-round executives to assume further leadership in the firm.

3.6.3. Line and staff organization

Line and Staff Organization Line and staff organization is a modification of line organization and it is more complex than line organization. According to this administrative organization, specialized and supportive activities are attached to the line of command by appointing staff supervisors and staff specialists who are

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attached to the line authority. The power of command always remains with the line executives and staff supervisors guide, advice and council the line executives. Personal Secretary to the Managing Director is a staff official.



3.8.Line and Staff Authority

Features

1. There are two types of staff:

    a. Staff Assistants: P.A. to Managing Director, Secretary to Marketing Manager.

    b. Staff Supervisor**:** Operation Control Manager, Quality Controller, PRO

2. Line and Staff Organization is a compromise of line organization. It is more complex than line concern.

3. Division of work and specialization takes place in line and staff organization.

4. The whole organization is divided into different functional areas to which staff specialists are attached.

5. Efficiency can be achieved through the features of specialization.

6. There are two lines of authority which flow at one time in a concern:

    a. Line Authority

    b. Staff Authority

7. Power of command remains with the line executive and staff serves only as counselors.

Advantages

Relief to line of executives

In a line and staff organization, the advice and counseling which is provided to the line executives divides the work between the two.

The line executive can concentrate on the execution of plans and they get relieved of dividing their attention to many areas.

Expert advice

The line and staff organization facilitates expert advice to the line executive at the time of need. The planning and investigation which is related to different matters can be done by the staff specialist and line officers can concentrate on execution of plans.

Benefit of Specialization

Line and staff through division of whole concern into two types of authority divides the enterprise into parts and functional areas. This way every officer or official can concentrate in its own area.

Better co-ordination

Line and staff organization through specialization is able to provide better decision making and concentration remains in few hands. This feature helps in bringing co-ordination in work as every official is concentrating in their own area.

Benefits of Research and Development

Through the advice of specialized staff, the line executives, the line executives get time to execute plans by taking productive decisions which are helpful for a concern. This gives a wide scope to the line executive to bring innovations and go for research work in those areas. This is possible due to the presence of staff specialists.

Training

Due to the presence of staff specialists and their expert advice serves as ground for training to line officials. Line executives can give due concentration to their decision making. This in itself is a training ground for them.

Balanced decisions

The factor of specialization which is achieved by line staff helps in bringing co-ordination. This relationship automatically ends up the line official to take better and balanced decision.

Unity of action

Unity of action is a result of unified control. Control and its effectivity take place when co-ordination is present in the concern. In the line and staff authority all the officials have got independence to make decisions. This serves as effective control in the whole enterprise.

Disadvantages

Lack of understanding

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In a line and staff organization, there are two authority flowing at one time. This results in the confusion between the two. As a result, the workers are not able to understand as to who is their commanding authority. Hence the problem of understanding can be a hurdle in effective running.

Lack of sound advice

The line official get used to the expertise advice of the staff. At times the staff specialist also provide wrong decisions which the line executive have to consider. This can affect the efficient running of the enterprise.

Line and staff conflicts-

Line and staff are two authorities which are flowing at the same time. The factors of designations, status influence sentiments which are related to their relation, can pose a distress on the minds of the employees. This leads to minimizing of co-ordination which hampers a concern's working.

Costly

In line and staff concern, the concerns have to maintain the high remuneration of staff specialist. This proves to be costly for a concern with limited finance.

Assumption of authority

The power of concern is with the line official but the staff dislikes it as they are the one more in mental work.

Staff steals the show

In a line and staff concern, the higher returns are considered to be a product of staff advice and counseling. The line officials feel dissatisfied and a feeling of distress enters a concern. The satisfaction of line officials is very important for effective results.

3.6.4. Committee organisation

A committee is a group of persons formed for the purpose of giving advice on certain important problems, which cannot usually be solved by an individual. It helps by pooling the thoughts of several persons on problems involving several functions and offered for criticism. Therefore, now-a-days many large companies add a network of committees to the line and staff organisation.

These committees may be either "Permanent" sometimes referred to as standing committees or they may be organised to serve a temporary function only. Examples of commit-tees are Research Committee, Co-ordination, and Advisory Committee, Purchase Committee, Education Committee etc

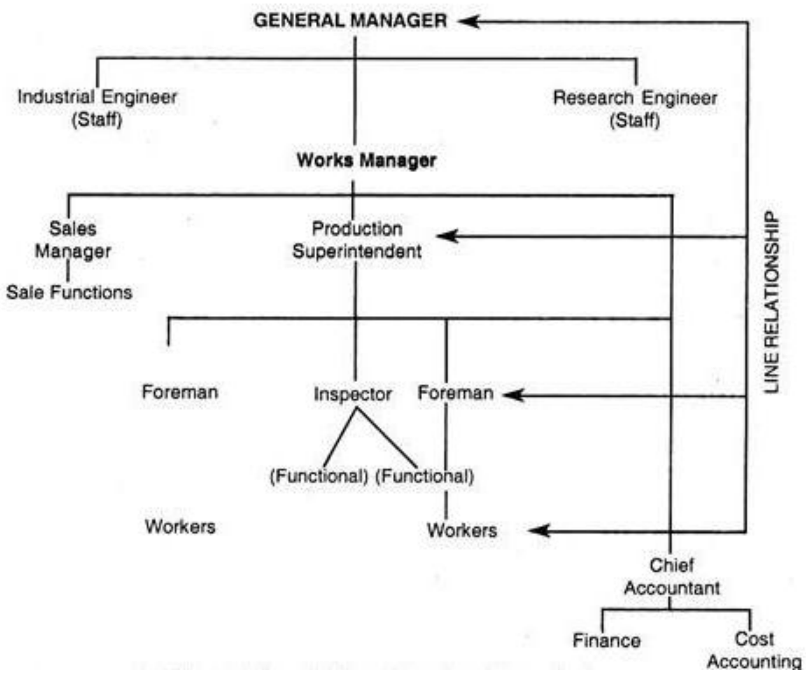


Fig 3.9 Committee Organization

A committee is a tool for the development of ideas and recommendations of policy and procedure. It brings better plans and policies for operations and results in better co-operation in their execution. The final decision to put committee recommendations into action rests with the line. The committee simply performs advisory function.

Actually, the committee is similar to the staff and several owners think it a costly substitute for staff but it is found that no other method is so effective in solving common problems or in getting new ideas as committee organisation of collective judgment.

Advantages

1. Since “two” heads are better than “one”, quick and valuable decisions can be taken.
2. By this, time schedule and proper follow up are instituted which causes speedy action.
3. Decision taken is impersonal which leave the chairman free from personal criticism.
4. As the members are from the plant side, they know better what is going on in the shops and can give the correct suggestions and team up with other persons and de-partments.
5. There is a stimulus towards co-operative action.
6. Expert knowledge is utilised.

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Disadvantages

1. Sometimes the committees may be too large in strength which cause delayed actions and wasted time.
2. It is an expensive form of organisation as outside members are paid travelling allow-ance and honorarium for attending the meetings.
3. Committees tend to hang on after its usefulness is over.
4. As members are from different departments, they may not reach to a final conclusion at all.
5. It functions very slowly.

As there is joint responsibility of members. Hence, it amounts to irresponsibility, as "Every body's business is no body's business".

3.7 FACTORS TO BE TAKEN CARE IN OFFICE ORGANIZATION

To select the right type of organization is not an easy job. While deciding about the type of organization, the management should consider the following factors:

- Nature size of business
- Period of establishment
- Continuity work flow
- Geographical dispersion
- Staff strength and degree of mechanization
- Make sure you have the right equipment
- Write an office schedule
- Use a staff calendar
- Factor overheads into your prices
- Keep databases of everything
- Mange your space effectively
- Keep your staff happy

Check your Progress

1. Define Organisation
2. Explain the principles of span of controller?
3. What is formal organization?

3.8ANSWER TO CHECK YOUR PROGRESS QUESTIONS

1. "Organization is a group of people who are co-operating under the direction of leadership for the accomplishment of common end"-**Ralph C.Davis.**

2. According to this principle, span of control is a span of supervision which depicts the number of employees that can be handled and controlled effectively by a single manager. According to this principle, a manager should be able to handle what number of employees under him should be decided. This decision can be taken by choosing either from a wide or narrow span.
3. A formal organization is one in which position, responsibility, authority and accountability at each level is clearly defined. A formal organization is bound by the rules, systems, producers and methods as laid down by the top management from time to time.

3.9SUMMARY

In this unit, you have learnt about the office organization, objectives, organizing the office, principles, chart, line and staff authority and factors to be taken care inn office organization.

Management is universal and is the key to success for any organization. Management is a process usually conducted from a central office. This office provides centralized guidance, which directs the individual efforts towards a common goal. The process of office management consists of activities as decision making, organizing. staffing, planning, controlling communicating and directing.

Maintenance of records is a major function of an office. Information received are converted into reports, statements, charts, books, registers etc. These are conveyed to the management as well as to the staff.

As size of the office is either small or large, it becomes necessary to organize the works or activities in order to achieve the specified objective effectively with minimum cost. Hence, the entire activities of the concern should be divided into many operations or functions (called departments). A proper arrangement of an organization along with office appliances will facilitate a speedy performance of office work. In this way, office organization is based on the organized routine and procedures and continuous flow of work.

3.10KEY WORDS

- **Office Organization**:An office organization involves the division of office activities into certain departments as well as persons.
- **Office Manager:** Assigns activities, so that they can be most effectively executed.

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- **Co-ordination:**Co-ordination of various activities is as essential as their division. It helps in integrating and harmonizing various activities.
- **Responsibility Relationships**: An organization consists of various positions arranged in a hierarchy with well-defined authority and responsibility
- **Administration:** Administration is largely determinative, whereas management is essentially executed.
- **Unity of Command:**It implies one subordinate-one superior relationship. Every subordinate is answerable and accountable to one boss at one time.
- **Formal organization:**A structure of well-defined jobs each bearing a measure of authority and responsibility. It is a conscious determination by which people accomplish goals by adhering to the norms laid down by the structure.
- **Informal Organization**:It is an accepted fact that wherever people work together, social relationships and groupings are bound to arise on account of their frequent contact with one another which give rise to informal organizations.
- **Chart:** A diagram that displays a reporting or relationship hierarchy. The most frequent application of an org chart is to show the structure of a business, government, or other organization.
- **Line and staff authority:**The process of organization involves the grouping of activities and the establishment of authority relationships among these activities.
- **Committee organization:**A committee is a group of persons formed for the purpose of giving advice on certain important problems, which cannot usually be solved by an individual.

3.11 FURTHER READINGS

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5. **George R. Terry.** Office Management and Control.
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3.12SELF-ASSESSMENT QUESTIONSAND EXERCISES

NOTES

Short Questions

1. What is organization?
2. What is functional organization?
3. Explain the principles of span of controller?
4. What is record management?
5. Mention the types of Organization.
6. What is meant by Administration?
7. What is informal organization?
8. What is organizational chart?
9. Define Authority

Big Questions

1. Explain the characteristics of an organization?
2. Write the importance of organization?
3. Describe the steps in organization?
4. What is formal & informal organization?
5. Explain the principles of Organization.
6. What is committee organization? What are the merits and demerits?
7. Describe the various kinds of organizational chart

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UNIT-IV OFFICE MANUAL

Structure

4.1 INTRODUCTION

"The term 'Administrative office Management' is used to reflect the enlarged scope of an office manager's status and responsibilities"

An office, which is essential for every kind of organisation, is a place where varieties of activities like communicating, computing and recording, are carried out. Each job has its own method for best performance and consists of several steps to be followed by the

personnel and with the help of different types of equipment. The term 'manual' means a handbook consisting of some 'prescribed movements'. Any person wanting to do a job efficiently must know the steps or the prescribed movements meant for its best performance.

An office manual is a kind of handbook which contains the standard practices as well as the organisational policies to give effect to those practices meant for an office. It is a guidebook for the members of the staff. It sets out the guidelines along which the jobs have to be performed. It is a constant source of information by which the office personnel are conveniently and automatically instructed.

Controlling office activities is an important function of office management. Office managing is not confined to more giving of orders. The manager should devise the proper ways of performing the work. He should also explain the method of performing the work in clear terms to his subordinates. But in large organization it is practically difficult for the office manager to explain the method of work on each occasion to each employees. Instead, an office manual can be prepared and supplied to the employees. The employees can refer to the office manual in times of need and follow the procedure specified in it. This procedure will save the time of the office manager also that of the clerical staff. Moreover, the work shall be completed without any mistake in the first occasion itself. As such repetition of the same work is avoided completely.

4.1.1. Meaning of office manual

An office manual is a handbook that contains information on the business, the product, and the processes of the employees. This can be broken down in a variety of ways dependent on the business itself. But ultimately it is the resource for employees to determine how to do their job, the ramifications of errors, and other guidelines that are necessary to know in order to be an effective employee.

An office manual means a handy form of book or booklet containing information relating to the policy, organization system, routines and procedures methods and standards and the rules and regulations regarding employment. An office manual is prepared to help the employees know all relevant information regarding the organization, its set up i.e. structure and how he fits into it.

Thus office manual is a guidebook consisting of authoritative guidelines that are needed for the highest performance of the job.

4.1.2. Definition of office manual

According to George R. Terry,An office manual has been defined as a document disclosing the information about an organization, its set up, conditions of employment, and the established

system, routine, procedures, methods, standards, rules and regulations of an office operation.

4.2 QUALITIES REQUIRED OF AN OFFICE MANUAL

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A large size organization has a number of branches and/or departments or sections or divisions. Thousands of employees are employed in large size organization. Hence it is very difficult to control the employees by the management. If instructions or guidelines are given in writing to the employees, the management can control the employees very easily and avoid misunderstanding of employees. Besides, frictions among employees are also eliminated. In this way, office manuals help the management and the employees in various ways.

1. Employees understand their position, duties and responsibilities in an Organization.
2. Employees understand their role in the achievement of office Objectives.
3. There is a possibility of maintaining good relations among the employees by themselves.
4. Both existing and new employees freed the management in getting the same information, explanations and instructions repeatedly.
5. The concerned employees are held responsible if the duties are not performed by them in a specified manner.
6. Delegation of authority can be enhanced throughout the organization set up without much difficulty.
7. Each employee can understand the extent of authority delegated to him.
8. New employees are getting training with the help of office manual by knowing policies, practices, systems, routines and procedures.
9. Office manual is imparting refresher training to existing employees

4.2.1. Types of office manual

Manual may be classified under various heads. Some of the types are given as follows:

Policy Manual

This manual contains policy decisions, resolutions and guidelines given by the management. It gives the scope and limitations within which various policies should operate. The persons concerned with the implementation of policies get proper guidelines and try to ensure the implementation of every bit of it. Manuals also provide the course of action to be adopted for implementing policies.

Organization Manual

This manual gives a detailed account of the organization. The authority and responsibility of every person is given in detail. It avoids confusion and conflicts among various persons. The extent of authority and the relationship of executives is explained in this manual. The extent of span of management and delegation of authority are facilitated by a properly drawn manual.

Rules and Regulations Manual

It contains various rules and regulations followed in the company. The day-to-day working of the enterprise is greatly facilitated. The employees get information about working conditions, admissible holidays, procedure for getting leaves sanctioned, the facility and procedure for availing medical facilities, the use of canteen, library, etc.

Departmental Manual

Separate manuals are prepared for different departments. A departmental manual gives full details about the working of a department. It will show organization of the department, relationship among various persons in the department including their authority and responsibility, rules and procedures followed for undertaking various tasks, inter-departmental relationship, etc. Departmental manual helps in the smooth working of a department

4.3 BENEFITS OF AN OFFICE MANUAL

The uses of office manuals are many and varied. The manuals benefits both the employees and the management. Particularly, it is more useful to new employees. Some of the advantages are given below:

1. It is easier for the management to supervise as the procedures are known to the members of the staff.
2. It is a kind of authority on the procedures.
3. Training of the staff can be made easier.
4. Amendments can be made from time to time according to the experience gained.
5. As the manual contains written instructions with respect to their jobs, there is no need to explain them to employees time and again.
6. While preparing the manual, each job is studied thoroughly and reexamined. This helps in bringing uniformity in the methods of doing different office jobs.
7. Use of office manuals facilitates delegation of authority and management by objectives

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4.3.1. Limitations of using office manuals

Office manuals are not without their drawbacks. The following are the inherent demerits of office manuals.

Expensive

The compilation of manuals requires much costs. The manual being expensive, small-scale concerns cannot even afford them.

Time Consuming

Preparation of various manuals is a time-consuming process. Moreover, these require a constant review which again takes too much time.

Rigidity

When written guides, instructions and procedures are available then there is hardly any scope for variation. One has to follow standard prescribed procedures in completing a task. There is no scope for discretion and initiative.

Embarrassing

Some relationships are such which people will not like to put in black and white. It becomes embarrassing in revealing such relationships.

In some offices, though the manual is there, it is not either consulted or the procedure laid down is followed. In such cases it is useless to prepare a manual and also waste of time and money. In spite of these limitations. Office manuals are still occupying an important large organizations.

4.4 OFFICE SYSTEMS

The term office system has different meanings to different people. In general, it refers to the various components and elements of an office, from computers and work equipment to its physical layout and ambiance. It also covers the way employees interact and the overall office culture. An office has its own system to do office work. The reason is that volume of work of an office differ from another. System means a preplanned approach to do the day to day work to achieve the desired objectives of an organization.

Most mercantile or manufacturing firms have certain common or basic systems, each made up of a number of procedure or routines. These systems or procedures often overlap and this should be avoided. The major system of business concerns involve purchasing , sales, financial accounting ,cost accounting , employee relationships and

certain corporate relationship such as borrowing money or paying dividends.

All these systems and procedures involves a large number of clerical or office practices. These may affect the various systems or procedures independently of each other, or they may be centralized in such a manner that they are considered as separate minor procedures. Some of the major office systems and procedures applicable to every office are enumerated below:

i. Dictation and transcription
ii. Filling
iii. Inter-office communication
iv. Duplicating and reproductive services
v. Mailing-incoming and outgoing
vi. Telephone and telegraph services

4.4.1. Meaning of office system

A functional office system will ensure that your employees have access to the knowledge they need when they need it. Therefore, it's essential that you provide them with modern computer systems, software and equipment that helps facilitate the flow of information. Consider investing in team collaboration tools such as Slack and Asana, VoIP systems, office software, Ethernet and project management software.

With these resources, your team will have real-time access to data and can communicate more effectively. Employees who are traveling or working remotely will be able to share files on the go, chat with their colleagues over the web and exchange information quickly. Some tools such as project management software can streamline time-consuming tasks, improve collaboration and generate reports with valuable insights about the projects.

Office system means planning of an office work systematically to achieve the main and subsidiary objectives of an organization within minimum efforts and costs.

4.4.2. Definition of office system

An office system can be defined as an orderly arrangement of whole activities of an office and framing of procedures to be followed for the effective and economic performance of work.

4.4.3. Characteristics of office system

These are the following characteristic of a good office system:

1. Office systems are inter-related parts operating in a sequence and they are not isolated actions.
2. Office systems are concerned with the method of work in the office.

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3. They aim at achieving the goal of an enterprise.
4. They are concerned with the place and the time of performance of work in the office or any part of the enterprise.

4.4.4. Importance of office system

1. If the office staff has to be trimmed adequately, then it is imperative to have a good office system.
2. The common error caused by a employee can be reduced to a large extent if the system is proper, and established in the office.
3. Frustration, delays and blockage of the office work is reduced if there is a good office system.
4. To ensure that there is proper coordination, control and supervision in an office, it is necessary to have a very good office system.
5. Since there is a method involved in the system, it helps a job to move faster as the personnel in the office know and follow the system.

A saving in labour and overhead is brought about if a proper system is established

4.5 OBJECTIVES OF OFFICE SYSTEMS

An office system is based on the nature of work performed and the extent of inter-linking among them. So, office system is required to achieve the following objectives.

Improve Operating Efficiency

Office system helps to avoid unnecessary motions there by improve the efficiency in the performance of work.

Maintain Uniform Procedure

Uniformity is maintained in the collection of dues from the debtors. Whenever, a default is made by the debtor, the same practice is followed while collecting the amount from them.

Optimum Utilization of Resources

The available resources of an office are equipment, (like computer type writer etc.) personnel, space, furniture and the like. These resources are properly utilized for performing office work in a planned and systematic manner.

Reduce office Expenses

Unnecessary motions are eliminated and standard automatic equipment and machines are also installed in an office. In this way, the office expense is reduced to some extent.

Minimize the Operating Expenses

Standard or maximum limit i» fixed for each and every type of expenses. The actual expenses can be measured and compared with standard». Necessary steps can be taken to minimize the operating expenses, if needed.

Fixation of Responsibility

Works are assigned to the office personnel specifically. In this way, the responsibility is fixed for satisfactory performance.

Facilitating the introduction of new checks

Sometimes, duty lists can he prepared for office personnel separately and also included in the office manual. This process facilitates the introduction of new check system.

Achieving Organization Goals

The performance of any work leads to achievement of organization goals. Here, well designed office system helps to achieve organization goals in a better way.

Simplify the training

Office system clearly indicates degree of skill required to do a job. The result is selecting the best training requirements of office personnel.

Errors Reduced

A good office system can reduce the chances of errors and improve the overall efficiency of an organization.

Smooth Running of an Office

Delays and bottlenecks in the performance of work are reduced with the help of good office systems.

Prevention of Fraud

Office system includes internal verification or internal checking. Internal checking assists to prevent the frauds and exercise better control over work.

Better Coordination

Coordination is necessary among various sections or departments. The required coordination can be arrived by having good office system.

4.5.1. Principles of office system

General principles of office system are listed below.

1. To avoid any interruption in the smooth running of office work.

2. To avoid duplication of work and records.

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3. To avoid unnecessary movement of persons.
4. To avoid unnecessary writing.
5. To avoid using unnecessary forms.
6. To prepare the best use of specialization.
7. To adopt labour-saving machines.
8. To minimize the writing work of the staff.
9. To apply the principle of management by exception
10. To have simple, economic, efficient and practicable system and procedure.
11. To avoid unnecessary checking or verification.
12. To use simple forms to be filled in.
13. To avoid use of machines for personal gains.
14. To increase the efficiency of the office work.
15. To achieve goals at the minimum cost

4.6 OPERATIONS

The steps already outlined for system design form the basis on which system premises are to be established. The information gathered about the present procedures and system gives facts about the quality and quantity of work already done. Now, a system has to be designed which has to take into account the facts it would be essential to take into account the future possibilities to build up the system.

In other words, the system should have inbuilt flexibility. Though no part of a system can remain the same over a period of time, yet, for practical purposes, we have to assume some static concept in order to design a system. And, as the condition changes over a period of time, the system can be altered. The systems concept is important in the field of management, including office management, because of the following factors:

Organization Manuals and Charts

Organization charts and manuals also give some sketchy details. But when they are used with organization manuals, they indicate how the activities are grouped, and what is the action that should be taken at each step so that the tasks are done. It would be very necessary to prepare a list of tasks performed because it identifies the work done, from where it is done and whether any duplication etc.

Information Flow and System

All the relevant files should be used to extract data regarding the system of information. They indicate the manner of work

performances past as well as the current. Besides, they indicate preference of the different managers.

Business Machines Manufacturer

Some of the business machines manufacturers can aid in system design. Though this is a common practice in industrially advanced countries, yet it is rather uncommon in our country, perhaps with the exception of computers, duplicating and Xerox machines. Talking to superiors, supervisors, and operative employees help. The persons involved in a process can furnish the best data for the purpose of designing the system. They are capable of giving the answers to many unanswered questions. Thus it would be advisable to interview supervisors and employees only toward the end of the process of data collection because by then the questions on which the answers are sought are well-known.

Observing the Work

The observation of the work is reliable and should always be used. The reliability of the data already collected through other sources can be checked with its help. However, a proper observation requires adequate training on part of the observer.

Studying Accounting Data

Accounting data reveal the cost and the financial accounting control and the systems and methods of how they function. It is likely that, in some cases, incomplete, partial or rejected system of accounting operates which may even help in solving some of the problems in the system design.

Once the systems are planned, it is necessary to communicate them to employees at all levels. Many a time systems suggest changes in the existing method of work and increase mechanization. Thus it could be necessary to educated or train employees about new methods of work, or buy new machines and arrange for the training or recruitment of employees to run these machines. A system cannot be properly designed or implemented unless there is system integration.

4.6.1. Advantages of office system

The following are the advantages which may be obtained if suitable systems and procedures are devised in an office

Liberation of Management

The single advantage is of utmost importance. A good system leaves the boss free to do what only he has to do he can plan, institute desirable action, examine the result of that action, evaluate performance, institute improvement, delegate with confidence provided that he will use the system to do about all the work which does not requires his attention.

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Avoidance of Delay and Bottle-Neck

Good system ensure smooth running of the office and thus all kind of delay and bottle-necks are avoided. The work proceeds smoothly.

Elimination of Error

Since a system is based on all proper analysis, chances of error gets eliminated or at least minimized. This further adds to the efficiency of the machine.

Better Speed

Speedy dispatch of work is possible as a system is based on the method of work employed and not on mere whims and fancies of an individual worker or a manager.

Training to the Staff

Office system make the training of the staff better and thus efficiency of worker in the office improves. A few well-trained workers are better than an army of untrained workers.

Better Control

System ensures better control of the work and, in turn, helps in eliminating frauds.

Better Co-ordination

Proper coordination is a major aim of the system. Better coordination is possible through the introduction of a system. This results in greater cohesion and efficiency. Bottle-neck is removed.

Economy

A good system also saves on overhead expenditure and direct labour because method of work are based on proper analysis and they are changed from time-to-time to meet the changing environment of business.

Better form Design and Form Control

As a good system aims at a better form design and control, the work efficiency of the office increases and the unnecessary laggards get eliminated. This leads to greater efficiency in all the departments of the enterprise.

4.6.2. Limitations of office system

Our discussion of and on the office system would remain incomplete unless we take into account the limitations under which they operate. In order to derive the maximum benefit out of the system, it could be essential to study their limitations. They are summered as:

Limitation of Integration

System must be integrated to achieve the system of objectives. System integration is a formidable task and thus imposes a limitation on system that operates in various departments. Certain systems have to be modified keeping in view the demand of other systems which operate in the organization.

Limitation of Planning

Planning of system imposes a great limitation. A system will fail to produce results unless proper planning go into its installation.

Limitation of Cost

The cost factor is one of the important factors while deciding upon the formulation and adoption of the system. A system must be evaluated at the planning stage to judge its efficiency so that it may bring about economy in the office instead of increasing overheads and direct labour cost.

Limitation of Repetitive Use

If a system is used repetitively and repeatedly, it loses its efficiency in great measure. It becomes a great restraint on the office. Change in the system must be made from time to time on the basis of current needs, which imposes a great expenditure on the organization.

Limitation of Strict Adherence

Strict adherence to system all the time makes a system inflexible and unworkable. Thus it is essential that a system should leave something to the discretion and judgment of the manager, supervisor, and the subordinates

4.7 COMPUTER BASED SYSTEMS IN OFFICES

The advent of computers has revolutionized many industries, with office work being no exception. Computers have helped to improve the efficiency and accuracy of office workers by providing different software and communication functions to help execute work tasks. Computers are now a part of nearly every office, with most workplaces now unable to function without the use of computers.

Communication

Internal and external communication is much easier with the use of e-mail and internal messaging systems on computers. Office staff are able to pass information throughout the office quickly and effectively, as most office setups have an alert system on individual computers when a message or e-mail is received. The Internet also greatly enhances communication options, with Skype and other such

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messaging and communication programs allowing national or transnational video and call conferencing with ease and less expense.

Data Storage

The data storage and retrieval capacity of computers is only getting greater and more advanced as technology improves. Files are easily retrievable through search functions, and hard drives can hold unprecedented volumes of files and data. For offices with large databases, such as governments, charities or other member-based associations, this data storage and retrieval function provides unparalleled advantages over traditional paper file storage, such as the ease and speed of information retrieval, the ease of changing data records and the ease of tracking changes made to customer, member or citizenry records.

Networking

According to the Spam Laws Web site, file sharing is one of the key benefits of networking computers in an office environment. Office networking, or the creation of an office intranet, means that a common database of files is accessible to all users. This also applies to software and management of computers, which significantly reduces costs for offices, as they can purchase one networkable software product instead of having to purchase multiple copies for individual computers. Networking also provides communal access to printers, fax machines and copiers.

Productivity

Computers in the office environment significantly enhance productivity. According to the Reference for Business Web site, computers in the office increase productivity not only in areas such as word processing, data management and information access, but also in information creation, collation and ultimately storage. The amount of time most office workers spend at the computer has, however, given rise to a number of repetitive strain health problems on eyes, wrists and hands.

Check your Progress

1. Define office manual
2. List out any two benefits of office manual
3. Define office system
4. List out any two advantages of office system
5. What is meant by data storage

4.8 ANSWER TO CHECK YOUR PROGRESS QUESTIONS

1. **According to George R. Terry**, An office manual has been defined as a document disclosing the information about an organization, its set up, conditions of employment, and the established system, routine, procedures, methods, standards, rules and regulations of an office operation.
2. (i). It is easier for the management to supervise as the procedures are known to the members of the staff. (ii) It is a kind of authority on the procedures.
3. An office system can be defined as an orderly arrangement of whole activities of an office and framing of procedures to be followed for the effective and economic performance of work.
4. The following are the advantages which may be obtained if suitable systems and procedures are devised in an office

   Liberation of Management

   The single advantage is of utmost importance. A good system leaves the boss free to do what only he has to do he can plan, institute desirable action, examine the result of that action, evaluate performance, institute improvement, delegate with confidence provided that he will use the system to do about all the work which does not requires his attention.

   Avoidance of Delay and Bottle-neck

   Good system ensure smooth running of the office and thus all kind of delay and bottle-necks are avoided. The work proceeds smoothly.
5. The data storage and retrieval capacity of computers is only getting greater and more advanced as technology improves. Files are easily retrievable through search functions, and hard drives can hold unprecedented volumes of files and data

4.9 SUMMARY

In this unit, you have learnt about the office manual, meaning, definition, qualities required of an office manual, types, benefits and limitation of office manual, office systems, meaning, definition, objectives, operations and computer based system in offices. This guide has been prepared to assist all business owners, office managers and home office workers in creating the best working environment for their needs, to support the efforts of all workers and maintain productivity at maximum levels. We have summarised as many topics as possible to help you produce the organised office environment you need. Effectively, we are confident that the information provided can be applied to any type or size of business. In conclusion, identifying opportunities for a office automation system is not hard. It just takes

effort to slow down and pay attention to what is going on around you. You will be surprised how easy the answers appear to how an office automation system can benefit your work and business.

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4.10 KEY WORDS

- **Office manual:** A guidebook consisting of authoritative guidelines that are needed for the highest performance of the job.
- **Departmental Manual :** Separate manuals are prepared for different departments
- **Organization Manual :**This manual gives a detailed account of the organization
- **Rules and Regulations Manual:** It contains various rules and regulations followed in the company. The day-to-day working of the enterprise is greatly facilitated.
- **Policy Manual**: This manual contains policy decisions, resolutions and guidelines given by the management
- **Office system:** The term office system has different meanings to different people. In general, it refers to the various components and elements of an office, from computers and work equipment to its physical layout and ambiance
- **Organization Manuals and Charts:** Organization charts and manuals also give some sketchy details. But when they are used with organization manuals, they indicate how the activities are grouped, and what is the action that should be taken at each step so that the tasks are done.
- **Communication:** Internal and external communication is much easier with the use of e-mail and internal messaging systems on computers. Office staff are able to pass information throughout the office quickly and effectively, as most office setups have an alert system on individual computers when a message or e-mail is received.
- **Networking :** Office networking, or the creation of an office intranet, means that a common database of files is accessible to all users

4.11 FURTHER READINGS

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Model Question

4.12 SELF-ASSESSMENT QUESTIONS AND EXERCISES

Short Questions

1. What is office manual?
2. What is the need for office manual
3. What is meant by office system
4. Define office system
5. What do you mean by networking
6. What is communication
7. What are the qualities required by office manual
8. What is mean by policy manual
9. List out any two objective of office system
10. What is meant by data storage

Big Questions

1. What are the types of office manual?
2. What is office manual? What are its contents and types?
3. Write an explanatory note on principles of sound office system
4. What do you understand by office system? How is it planned? Discuss advantages of sound office system
5. What are characteristics of a sound system also write relationship between system procedure and methods

UNIT-V OFFICE LAYOUT

Structure

5.1 INTRODUCTION

"Although changing conditions in a locality may be beyond the control of the designer of an office building, they are not always beyond the ability of a thoughtful planner to predict"

-Leffingwell and Robinnson

After acquiring the building for the office, the important before the office manager is office space planning or office layout. According to Littlefield, "office layout may be defined as arrangement of equipped within the available floor space. It can be described as the arrangement of different departments, equipment and men within a given floor space with a view to make optimum utilization of space and ensure maximum efficiently of the office.

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G.R.Terry defines office layout as "the determination of the space requirements and of the detailed utilization of this space in order to provide a practical arrangement of the physical factors considering necessary for the execution of the office work within reasonable cost. Object of an office layout is to make arrangements for the placing of men, materials, machines, furniture and equipment within the available floor space of the office in such a way that everything can be utilized in the best possible manner.

(i) The determination of correct amount of space for each employee and for machinery and equipment they use.

(ii) The correct arrangement of furniture, equipment and machinery etc.

(iii) The best possible environment conditions.

5.2 NEED FOR OFFICE LAYOUT

Work that needs to be executed for each type of tasks requires the necessary equipment within the allotted space. The office layout has to be designed in such a way that it is comfortable as well as functional.

A lot of money and time is invested in designing those layouts. There are various reasons behind the need of having a proper office design layout.

Impacts morale

Studies have shown that layout of office impacts the employee morale which affects the functioning. When we say layout, it does not imply only the décor and facilities, but the relationships between people who work there and the general environment. Often this is referred as ergonomics.

Impacts business

As layout has an impact on the morale, it directly impacts the efficiency and thereby the business success rate. The more the people working there are happy, the better is the output. This is a direct link to the business success factor.

Way the work is done

The traditional style of work like working at one desk or work executed by only one person has been replaced by re-engineered organizational structure. The work or task at this modern age has changed due to globalization that is governed by the use of information technology. The tremendous developments in this technology have impacted the office working hours and way to perform the tasks.

Manage changes

Businesses are prone to changes to manage the pressure of the market needs. To keep up with it, layouts are effective only when the changes can be accommodated within. Hence, having simpler layouts helps business to re-design whenever needed so that it does not affect the tasks being executed or the work done.

Increase productivity

Using office space effectively is important while designing office layouts. It should be such a way that it does not delay the work and job gets done quicker consuming less time. In other words, the flow of work is not interrupted.

Facilitate Supervision

When office accommodation and layout is designed to place managers or supervisor closer to their teams, they can meet or discuss issues immediately and get solutions. The communication gets smoother and quicker.

Effective use of equipment

Designing office equipment's properly is indeed very important so that it is not underused or overused. Providing at the place where the work needs to be completed is crucial. The power consumption is evenly distributed and the noisy equipment is placed away from workplaces where silence is required.

Hence, you would now know that the positioning of workstations is crucial. For this you need to pay attention to some of the issues like the provision of sufficient space, assessing the needs of staff, the design of workstation; in short complete office design

5.2.1. Objectives of the office layout

The minimum standards to be followed are:

1) To ensure proper utilization of space so that the spaces provided are effectively used.

2) To ensure that work flow is uninterrupted and there is the maintenance of steady flow.

3) To ensure that managers can supervise their team members in a better way.

4) To be able to provide a comfortable work environment which brings satisfaction.

5) To enable better communication between the team members.

6) To provide a safe working environment.

7) To have provisions for future expansions.

5.2.2. Principles of office layout

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The main principle behind the office layout design should be such that it occupies the available space in an economical way so that the aim and objectives of the organization or business is achieved. The layout must be effective such that the workstations are planned to be positioned such that data is being transmitted with minimal costs and information can flow with minimum delays or without interruption.

The workstation has to be provided with items necessary for executing the job. Care has to be taken for storage of information and documents. Listed are some of the principles to be taken care while designing

Natural lighting

Designing offices that face the north or east gets more of natural lighting. It avoids more consumption of power.

Placing computers

Desks having computers or desktops must be placed in such a way that staff sitting at it must not have their backs or faces to the windows.

Designing work tables

It is preferable to seat staff not facing each other. It is said to disrupt work. Besides having minimum intrusion is better. Also reducing the field of vision of employee to other employees will reduce distraction. Also, they need to be provided with adequate lighting, ventilation, and ergonomic chairs and tables to prevent eyestrain and muscle aches.

Flow of work

By carefully studying the sequences of the tasks to be done, the design of the work space is imitated. If the person has to go back and forth in the space it will bring frustration and reduce output. Ensure that the flow of work is smooth and in one direction.

Pleasant

The most important of all the aspects is that design should be aesthetically pleasant. Do not concentrate on functionality alone but also on its looks. Space has to be optimally used.

Provision of tools

Assignments are completed quickly if they have the necessary space and tools to perform them. The work station should be spacious enough to accommodate their files, papers and their documents. Having copiers and printers closer to them is better to avoid them frequently moving out and wasting their time.

Grouping

Placing the same functional type of work together or closer to each other will help to reduce time wastage. The employees have the freedom to consultation and information easily so that work is handled efficiently. Hence, it is better to list out the functions or tasks that employees perform and design the office planning and layout accordingly.

Open a private space

The employer needs to verify which tasks require collaboration with one another and which set of tasks require concentration. Based on this, specific cubicles are designed with open or low separators and others with separate cubicles or traditional with closed doors. Making a separation between the two types is essential

Informal and formal spaces

Every work space does require employees to take breaks in between work. For this, communal spaces are designed that is closer to the work stations. These informal communal spaces are often built with more space to accommodate large numbers during coffee or lunch breaks. The informal communal spaces meant for conferences or meetings are often placed away from busy work space that is noisy.

Security

As it is aware that information is very critical to any business, care needs to be exercised to define a level of security and norms for workstations processing data. Mainly the storage of confidential and sensitive data has to be placed away from main work space and protected.

Reducing risk

Designing has to be such that it reduces the risk of accidents or falls. Allowing ergonomic norms of wiring and placing of tables, chairs, and work stations provide safe working conditions. The safety would be maintained.

Reduce distances

While figuring out the work space the distance between movements of each task has also to be considered. Movements like walking, carrying, pulling consumes time and energy. It causes exhaustion thereby reducing effectiveness. Hence, distances has to be reduced to minimize costs and energy.

5.3 FACTORS IN LAYOUT

An efficient layout of an office can be designed only by the manager. When, the office manager should consider the following matters.

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- ❖ Space available.
- ❖ Number of workers.
- ❖ Volume of work.
- ❖ Nature of work.
- ❖ Number of workers in designation wise.
- ❖ Types of machine and equipment used.
- ❖ Flow of work.
- ❖ Physical appearance.

The shape of an office is an important consideration. The building or office space may be square, rectangular, long and narrow or L or U shaped. Generally, square or rectangular space is better than long or narrow space. The reason is that the latter requires much floor crossing.

5.4 TYPES OF LAYOUT

The office layouts are broadly classified as general office layouts and private office layouts. The latest layouts are combination offices, a co-working office, narrative layouts, nodal layouts, neighbourly office, and nomadic office.

When talking about "what are the types of office", the general office layouts are of two types

- ❖ Open plan office layout
- ❖ Landscape office layout

Open plan office layout

As the name indicates, the open office plan layout does not have walls or separators or passages. Cupboards, shelves screens, cabinets serve as separators between workstations. All staff are seated in the same direction. This is useful for teams and employees who are working on a similar project.

The **advantages** of open plan office are:

1) To reduce costs and saves space.

2) To facilitate communication as there are no phone calls and fewer memos.

3) To adapt to changes

4) To help supervise all staff

) To increase the effectiveness of heating, lighting

6) To motivate staff within a group.

The **disadvantages** of open plan office are:

1) Distracts people from work due to noise

2) No privacy for confidential matters

3) Impersonal atmosphere.

4) The spread of infections is easier

The landscape office layout

The concept is the same as open plan layout with the only difference being that the staff are seated in different directions unlike in open plan style. It was not preferred much as it did not give privacy and the staff working in such layouts complained of being exposed to noise and continuous movement of people around them. It was also said to have destroyed the conventional forms of politeness and being civil. It later was referred to as 'modified\ open plan style' with plants around and preassembled cubicles that can be moved accordingly to accommodate more people.

The private office layout

The private office layout refers to cellular styles where the interior walls stretch from floor to the ceiling. The space is normally occupied by one person, but depending on the company's budget, two or three are accommodated. But mostly it is preferred seating for senior management to give privacy.

Though it is considered as a privilege and prestigious to occupy, these type of offices are indeed a valuable place as it indicates a high level of confidence in the work of the occupants. The private offices are often given where privacy and confidentiality is required. Besides, these offices are secured well through proper locking systems. These types of offices are lined along passages or sometimes ad hoc according to space.

The combination office

It is a combination of open and cellular types where the individual and multicellular types co-exist. The offices surround the common spaces instead of being connected through hallways. This helps for individuals to concentrate or focus on work and also allow communication within the team, denoting the person(s) has to perform solo and group activity.

Co-working office

With laptops replacing personal computers, employees are increasingly becoming mobile with their work. The arrangement where the office is considered as a common sharing place where employees come and go. The worker is exposed to an open office style with no specific allocation of desks. It's suitable for self-employed where the individuals can pay a small fee. This helps them to interact with customers and also enjoy networking.

The narrative office

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As story narrates about the character in depth, so does this style of layout that describes the 'brand' of the company. This approach is to make the office itself get involved in the marketing of its brand wherein all the staff are considered as brand managers or front line staff

The nodal office

The office is designed such a way that it is considered as a hub or node for knowledge where all other offices are connected.

The neighbourly office

Here the office is designed to give a look like a familiar neighbour with a landscape with it. It gives a feeling of being social.

The nomadic office

As the name itself suggests, the office design principles are typical of nomad style wherein the workspace is distributed within.

5.4.1. Advantages of a good office layout

The following advantages can be derived by having planned layout

- Better Goodwill
- Better Morale
- Reduction of Cost in Office Maintenance
- Economic Stabilization
- Promotes Efficiency
- Improves Quality of Supervision
- Best Uses of equipment and Machines and Equipment
- Speeding of Inter-department Communication

5.5 OFFICE ACCOMMODATION

Every office manager is concerned about getting office work performed with the maximum efficiency and at minimum cost. This would be possible only if he makes a proper selection of employees, gives them a proper training and guidance, and places them in appropriate jobs. However, if the office staff is to work efficiently it must be properly accommodated, have a good working environment, and should be properly equipped with suitable accommodation. Modern equipment and proper working conditions are not in any way less important factor in improving efficiency and reducing costs.

The place of work and its surroundings are important factors which affect the efficiency of employees to a large extent, Since staff has to stay for long hours in the office, and since it mainly does brain work and concentrates on the repetitive and monotonous activities of filling, indexing, dispatching, reporting etc., it's inefficiency would normally be greater in those offices where accommodation is sufficient and the environment and working conditions are congenial.

5.5.1. Principles of office accommodation

While deciding about office accommodation, the office manager should bear the following principles in mind

(i) The office must be located at some convenient place so that it may serve the entire organization in the best possible manner.

(ii) Office space should be sufficient from the point of view the present and future needs of the organization.

(iii) Due provision should be made for the conveniences and amenities required for the comfort and well-being of the staff, e.g. washing room, rest room, water coolers , canteen, etc.

(iv) Service facilities like telephone, lift, internal communication, etc, should be available in the office, while other like banking, transport, market, post office, etc, should be available near the office premises.

5.6 LOCATION OF OFFICE

Every office manager should give a full and proper consideration to a suitable location for his office. This location or site is an important consideration because an unsuitable location may result a waste of resource and efforts and result in loss of time, inconvenience and any one to the office staff as well as to the persons dealing with it.

The main aim of any office is to get the office work done with maximum efficiency at minimum cost. This aim can be achieved only when the office is properly located with good building and layout. The location of an office building ensures congenial working condition. Office employees may concentrate their mind in work under congenial working condition. It is an accepted fact that the office work is mostly brain work much of which is monotonous and repetitive in nature. So, unless good office layout and building is not provided, it will not be possible to perform the office work very efficiently.

Moreover, the office clerk has to spend a large part of the day in the office for doing such work. Thus it is clear that providing adequate and suitable office accommodation is necessary for efficient performance of work. A systematic arrangement of office will give naturally maximum efficiency at a minimum cost on all occasions. Therefore, the top management of the company has the responsibility of providing proper and adequate office facilities to the staff so as to get maximum result.

5.6.1. Selection of office location

The provision of proper and adequate office location and layout is of basic importance in an office management. The office manager has to play the major role in determining the arrangements of office. The following points should be bear in mind in the selection of office location and layout.

1. The site or location of office building.
2. Securing suitable office building or space.
3. Size and shape of office.
4. Lighting.
5. Layout of office.
6. Ventilation and air condition.
7. Facilities of office.
8. Open office or private office.
9. Staff and customer convenience.
10. Physical conditions of office.
11. Cost of office accommodation or space.
12. Sanitation.
13. Noise.
14. Health.
15. Safety.

5.6.2. Principles of location

The office manager has to consider the present and future requirements of office while selecting a building for office. If an unsuitable location is selected, there is a great inconvenience caused to the office staff and to the customers. Besides the future expansion of an office is also difficult one.

There is no hard and fast rule regarding the selection of the location of office. Even though, an unsuitable location leads to loss of time and effort and thereby reduce the efficiency of work. The problem of selection of office location is raised under the following circumstances.

1. At the time of starting of business unit
2. Change of office location due to increased volume of work
3. At the time of expansion of business.
4. The lease of an office building has expired.
5. The owner of office building requires for his own use.

6. Shifting of the business from one place to another or one state to another

5.7 FACTORS IN CHOOSING LOCATION

The location arises under one or the other of the following conditions

(i) At the time of starting a business enterprise.
(ii) The increased volume of work may require location plan are no longer sufficient for the expanding business, and therefore, the entire expansion of the existing office or a new location is necessary.
(iii) The facilities provided in the original location plan are no longer sufficient for the expanding business, and therefore, the entire expansion of the existing office or a new location is necessary.
(iv) The lease for the office premises has expired and the owner of the premises is not prepared to renew it.
(v) Shifting of the business by the business enterprise from one place or one state to another.

5.8 OFFICE BUILDING

The problem of choosing the right location for the office premises is as complicated as that of getting a proper and suitable building to accommodate it. The office building should not only be of a proper size and shape, it should also be of such design as to serve the particular needs of the enterprise often, it is rather difficult to get a building which is exactly suited to the requirements of organization .

5.9 FACTORS IN CHOOSING BUILDING

The management should try to obtain such premises which fulfill its requirements in the best possible manner. The construction of one's own office building may be necessitated in the following.

(i) When the business is large and well established.
(ii) When the demand for the products in services of the organization is of relative stable character.
(iii) When there is a cost advantage in the construction of the business premises.

When a specific type of building is required for office purpose e.g., centrally air-condition, sound-proof or specially constructed for housing computers etc.

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Check your Progress

1. Define office layout
2. List out any two objectives of layout
3. Which factors determine choosing building

5.10 ANSWER TO CHECK YOUR PROGRESS QUESTIONS

1. **G.R.Terry** defines office layout as "the determination of the space requirements and of the detailed utilization of this space in order to provide a practical arrangement of the physical factors considering necessary for the execution of the office work within reasonable cost.
2. (i)To ensure that managers can supervise their team members in a better way. (ii) To be able to provide a comfortable work environment which brings satisfaction.
3. (i)When the business is large and well established. (ii) When the demand for the products in services of the organization is of relative stable character.

5.11 SUMMARY

In this unit, you have learnt about the introduction of office layout, need for office layout, objectives, principles, factors, types of office layout and accommodation, location, factor choosing location, building and factor choosing of building. The basic aim before management is get the office work performed at a minimum cost with maximum efficiency.

Office layout may be arranged of equipment within the available floor space. The layout plans may be made with the help of templates, cutouts and plastic models etc.,

Office location is an important consideration because an unsuitable location may result in a waste of resources and efforts and in loss of time, inconvenience and annoyance to the office staff and the persons dealing with them. The office building should not only be of a proper size and shape, it should be of such a design as to serve the particular needs of the enterprise.

5.12 KEY WORDS

- **Office layout:** Arrangement of equipped within the available floor space. It can be described as the arrangement of different departments, equipment and men within a given floor space with a view to make optimum utilization of space and ensure maximum efficiently of the office.
- **The landscape office layout:** The concept is the same as open plan layout with the only difference being that the staff are seated in different directions unlike in open plan style.
- **Location:** The right location for the office premises is as complicated as that of getting a proper and suitable building to accommodate it.
- **Building:** Every office manager should give a full and proper consideration to a suitable location for his office.
- **Accommodation:** Every office manager is concerned about getting office work performed with the maximum efficiency and at minimum cost.
- **Office environment:** Conducive surrounding including both inside and outside.
- **Location:** Representing a site or place.
- **Lease:** Contract letting for a term.
- **Layout:** Space planning within the available floor space.
- **Office Building:** a Plot of land acquired appropriate to the requirements of the organization built upon it.

5.13 FURTHER READINGS

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Model Question

5.14 SELF-ASSESSMENT QUESTIONS AND EXERCISES

Short Questions

1. What is Office Layout?
2. What is meant by location of Office?
3. Briefly explain as to how will you select a location
4. Define layout

Big Questions

1. Explain principles of Office Accommodation.
2. Describe the importance of office building?
3. Discuss the importance of office layout?
4. How will you decide the location of an office building
5. What is office layout? What are its objectives and principles?
6. Explain the types of layout
7. Describe the procedure for designing the layout

UNIT-VI OFFICE WORKING ENVIRONMENT AND FURNITURE

Structure

6.1 INTRODUCTION

"No body works, workers are induced to work by creating certain physical conditions and emotional environments"

Office environment has an important bearing on the efficiency of employees. Ann office may be properly laid out and the best type furniture and equipment may be installed in it; but its efficiency may be very low if the physical working conditions are not good. Since office work is mainly mental work which is more fatiguing than physical work, adverse physical conditions increase the mental strain on the staff. The emotional responses of workers is better if the environment is good.

Office designs are becoming one of the major sources in increasing workplace productivity. Employee-friendly workplace furniture promotes easiness and allows employees to work more

productively. Today, more and more people are choosing to work in a place which has more productive furniture set up for their employees.

Office environment comprises of following.

(i) Office lighting.
(ii) Ventilation and temperature control.
(iii) Interior decoration and furnishing.
(iv) Office furniture.
(v) Freedom from noise and dust.
(vi) Safety.
(vii) Sanitary arrangement.
(viii) Security
(ix) Secrecy.

6.2 VENTILATION

Ventilation moves outdoor air into a building or a room, and distributes the air within the building or room. The general purpose of ventilation in buildings is to provide healthy air for breathing by both diluting the pollutants originating in the building and removing the pollutants from it. -

Etheridge & Sandberg

Ventilation in the office refers to the supply of clean and fresh air in right amount, at the right temperature and of the right humidity. Proper ventilation is an important aspect of office environment; fresh air must pass through the office regularly. This is possible only when the office premises are properly ventilated. In the absence of proper ventilation, air becomes stale, causes headache, fatigue and restlessness to the employees. On the one hand, lack of proper ventilation makes a person sleepy and unduly tired and adversely affects his health.

The following methods are generally used to maintain proper ventilation

Natural ventilation

Natural ventilation may be obtained by providing enough doors, windows and ventilators of the right type at the right places. They would ensure a regular flow of fresh air from the outside and of stale air from the inside. Natural ventilation can be increased by providing roof ventilators and internal tube ventilators.

Artificial ventilators

Artificial ventilators may be achieved by use of electric fans, exhaust fans, air-coolers, air filters etc.

6.3 AIR CONDITIONING

Air-conditioning is usually the most suitable form of ventilation. It contributes to mental activity and boosts the efficiency of employees. It is a costly system, but it eliminates the problem of cleanliness, heat and ventilation.

C.L.Littlefield "Higher productivity, better quality of work, improved employee comfort and health, higher morale and a more favourable impression on visitors all can be realized through the use of air conditioning."

C.L.Littlefield further remarks that productivity has gone up by 10% to 50% in all the offices after installing the air conditioning system. Air conditioning may be used to control any of the following.

1. **Circulation-** movement and changing of air for-freshness
2. **Purity-** filtering out objectionable particles such as dust, smoke, fumes etc.,
3. **Humidity -**Maintaining proper relationship between moisture, content of the air and the temperature
4. **Temperature-**Maintaining comfortable heat levels

Complete air conditioning will control all the four factors. Air conditioning systems are two general types namely, central and package. Central system serves the entire building. Package system serves only small rooms.

However, the management should weigh the cost factor involved in installing and maintaining the system against the benefits derived. The choice of the system and planning o0f air conditioning installations often present complex problems to the office manager. Therefore if the management decides to install an air conditioning system, it is desirable to get the assistance of a competent air conditioning engineer.

6.4 LIGHTING

Lighting is perhaps the most important of office physical conditions. Probably the best way to grasp the importance of lighting to office management is to realize that virtually every office task is a seeking task. Since office work is mostly paper adequate lighting should be provided in any modern office.

Office lighting possible for the worker to see what he is doing-clearly, quickly and accurately "less than adequate lighting results in delays, and mistakes delays because it takes longer to read in poor light; mistakes because the visual image is indistinct instead of sharp and clear. Moreover, it causes over-strain, fatigue and headache to workers.

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Currently used offices for LED lighting products are known for performance, energy efficiency, and long term savings. The benefits of LED lighting in offices or workplaces however are not limited to that. It has been proven that installing high quality LED lights create healthy work environment and increases employee productivity

6.4.1. Characteristics of good lighting system

Adequate or good lighting system must possess certain well defined characteristics which are discussed below.

Sufficient quantity

Sufficient quantity of light should be provided. The foot candle is the unit measure of light and represents the amount of direct light obtained from a distance of one foot form the standard candle.

Sufficient Quality

Foot candle is the unit measurement of light. Generally, between 50 and 60 foot candles light is recommended for office work.

Intensity

The light should provide the right degree of intensity and brightness. The light should be well diffused over the work place and should not cast any shadows. It should also be spread uniformly over all parts of the working surface.

No Glare

An efficient lighting system should not cause any surface glare. Direct glare which results from sunlight or ceiling light can be prevented by the use of shadows or light fixtures.

No contrasts

Abrupt contrast in lighting of work surface and remainder area should be avoided

Right Diffusion

Lighting should be well diffused over the work place. Proper attention is to be devoted for avoiding casting any shadows. Use of proper fixtures and multiple sources helps in proper diffusion of light.

The Illumination Engineering Society, New York has recommended the following intensity values of light in relation to the different types of office work.

Type of Office	Work Recommended Foot Candles
1. Detailed drafting and designing	200
2.Difficult seeking tasks (Example: Auditing, Counting, Accounting, Transcribing, Book - Keeping, Business, machine operation etc.	150
3.Ordinary seeking tasks (Example: Private office work, Correspondence, Conference room, Active file rooms, Mail rooms)	100
4. Causal seeing work (Example: Inactive file room, Reception room, Stairways etc.)	50

Good lighting system should not cause any glare on surface. Direct glare results from sunlight or ceiling light. The use of shadows or light mixtures prevent direct glare. Light striking shiny or highly polished surface causes reflected glare. The reflected glare can be prevented by using such lighting system in which light does not strike such surface.

6.4.2. Types of lighting system

Direct

In this type of lighting, approximately 90-100 percent of the light is directed downward to the working surface. This system makes use of some shade on, or reflector for the source of light. It provides good intensity of light.

Semi-direct

In this system, a transparent or translucent shade is used which is directed 60-80 percent of the light downward; the remaining light is directed upwards and is reflected from the ceiling.

Indirect

In this system, 90-100 percent of the light is directed towards the ceiling or walls and is then diffused and reflected downwards on the work surface. This system provides light which is soft, avoids shadows and glare and does not cause eyestrain.

Semi-Indirect Lighting

A transparent or translucent shade, bowl, cover or reflector is placed under the lamp in this lighting system. In this way, 20% to 40% of the light may be directly diffused downward on the working surface. The remaining 60% to 80% of the light may be directly towards the ceiling and walls. Such directed lighting is reflected downward to the working surface. This form of lighting is intermediate between direct lighting and indirect lighting.

General Diffuse Lighting

An equal amount of light is diffused directly and indirectly by its reflection from ceiling and walls in this type of lighting system. This system gives more light with the same wattage than the semi-indirect lighting system does.

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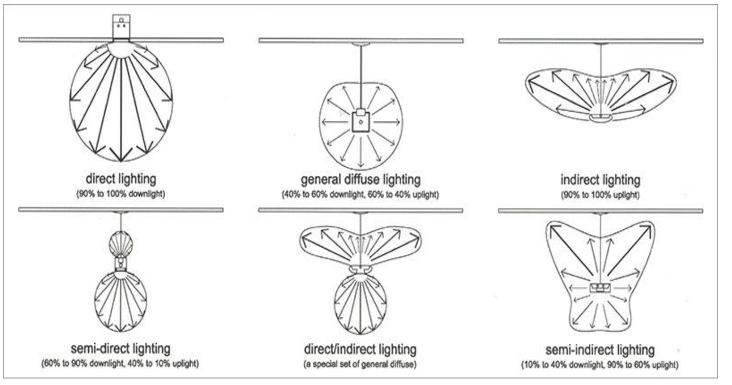


Fig 6.1 Types of Lighting System

6.4.3. Kinds of lighting

There are two sources of light, namely, the sun and the electricity. Natural light is derived from the sun. The artificial light is derived from the electricity. Therefore, there are two types of lighting i,e. natural lighting and artificial lighting.

Natural

Natural light or daylight is the best form of lighting. The maximum use should be made of natural lighting from whatever source available. Windows should be large and high up; but provision should be made to prevent direct sunlight falling upon the surface.

Artificial

Artificial lighting may be used to supplement natural light. Since it is generally not possible to provide natural over the whole working surface, artificial lighting has to be provided so that the working surface may be properly and evenly illuminated.

6.5 ARTIFICIAL LIGHTING

Natural light is not fully dependable and adequate. The artificial light is used to supplement natural light. Artificial lighting helps to provide adequate light on the working surface. Great developments have taken place in artificial lighting over the last 75 years. From gaslight, science has progressed to carbon filament electric lamps, tungsten and fluorescent lamps.

The primary advantage of artificial lighting is that it can be easily controlled as in the form of quantity, quality and intensity.

Artificial lighting is of two types.

Fluorescent

The illumination produced by the fluorescent lighting closely resembles that of natural lighting. Although such lighting is very expensive to install, it is advantageous in the sense that it provides less

heat and less glare, last longer than filament bulbs and consumes less electricity;

Incandescent

This type of lighting system involves the use of filament bulbs. The installation of incandescent lighting is much less expensive than fluorescent lighting. Generally, incandescent lighting is not preferable by anybody. The reason is that incandescent lighting has many inconveniences. They are less natural colours, less life bulbs, consumes more electricity, more glare and shadows. Therefore, incandescent lighting is used in residential houses and small offices at the maximum.

6.6. FACTORS TO BE CONSIDERED WHILE LIGHTING AN OFFICE

The task of the management shall not be complete with the establishment of satisfactory lighting levels. Every effort should be taken to maintain the lighting efficiency at the original levels. There are main factors, which have the effect of reducing the original efficiency.

Increased output

A change from poor lighting conditions to good is almost certain to result in some increase in the rate of work output.

Better quality of work

The quality of work in an office can be improved appreciably by bring light up to accepted standards where light is not good, errors are more frequent, may be due to eye strain or fatigue.

Reduction of Fatigue

Working in the office under poor light for prolonged periods causes eyestrain and may cause eyesight defects to develop or to be aggravated

Better Employee Morale

Good lighting and good use of colour will do much towards creating pleasant work atmosphere which improves the morals of the office employees.

Higher Prestige for the Firm

Lastly, an attractive and efficient lighting makes a favourable impression on visitors of all types who call at the office. It adds to the general reputation of the firm for progressiveness and efficiency of operation.

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6.7 MODULAR FURNITURE

After deciding the layout of the office accommodation and its decoration, it is necessary to turn to the furniture that is to be put in it. Office work mostly indoor desk work; suitable furniture should therefore, be provided for office clerks so that they may be comfortable enough to perform office work speedily and efficiently. Office furniture is the basic facility with which the employee identifies himself. It is the duty of the office manager, therefore, to provide the right type of furniture in the office.

The usual furniture found in any modern office include desks, chairs and tables, racks, cabinets, cupboards, lockers, safes, trays, almirahs etc. the number of pieces and the kind of furniture to be purchased for any office depends on various factors:

(i) The number of departments and employees
(ii) The nature and volume of work to be performed and
(iii) The office space available for their suitable accommodation.

6.7.1. Modular or system furniture

Modular furniture is pre-made or readymade furniture which can be used according to the need and room spacing. As looking to the limitation of space in apartment of flat, modular furniture is very helpful to save space. You can use them in different ways. Modular furniture is less expensive in compare to its utility. Nobody likes to work in a dull looking space. Placing the right furniture to your workspace not only adds warmth, it also gives your office, the required peace to work with.

Easily adjustable

Modular office furniture can be easily switched to accommodate the latest furniture designs you plan to purchase. It helps enhance the aesthetics of the interior office space. These flexible systems also enable offices to meet the changing dynamics of the work environment.



Fig 6.2. Modular Furniture

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Wide range of choices available

Modular furniture is available in a wide range of selections like the Ergonomic office chairs, the lounge chairs and the centre tables with various colours and design options for you to choose from. They can be placed anywhere and everywhere to create a multi-purpose work environment



Fig 6.3. Modular Furniture

A world of new spaces

Modular furniture has the ability to maximize your work area. While mobilizing the products in a way to maximize space, modular pieces also have the ability to nest them along the walls when not in use.



Fig 6.4. Modular Furniture

Makes the workplace pleasing and attractive

Fine pieces of modular furniture like the leather sofa with the latest furniture design have the ability to lend a superior look to any space. It can easily make a dull space look lively with its sharp and clean look.

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Fig 6.5. Modular Furniture

Sustainably convenient

Apart from the wall of plants to improve the employees work environment, the positive energy to work efficiently is also required. Modular designs offer sustainability and environmental benefits as the material used to make them are reusable and it is dust-free to install.



Fig 6.6. Modular Furniture

Can provide a private work space

Modular furniture offers privacy at its best in offices, giving the employees their own space without the need of getting permanent walls constructed. Though office partition walls may seem like an option, the sense of privacy offered by modular furniture can make employees work harder with better concentration



Fig 6.7. Modular Furniture

Increases productivity

Modular furniture allows the allocation of space based on function, well beyond the traditional allocation of work position.

Studies have shown that it helps in improved team productivity, employee retention and attraction.



Fig 6.8. Modular Furniture

6.8 REST ROOM

A room in a public building having lavatories, washing facilities, and sometimes couches.

Offices should have provision for rest rooms or retiring rooms where workers may go and rest during rest intervals. Comfortable easy chairs, sofas etc., should be available in such rooms, which should be heated in winter and cooled in summer, if not air conditioned.

6.9 LUNCH ROOMS

A room at a business which is set aside for coffee breaks, snacks, lunches, etc.; also called lunchroom.

Every office, where a sufficient number of workers are employed, should have the provision of canteen need not be elaborate and no great expenses need be incurred on it. It should offer tea, snacks, sweets and if possible, meals at subsidized rates. A canteen on the office premises makes possible the enforcement of regulations against the use of work place for taking tea, meals etc.,

Check your Progress

1. What do you mean by ventilation
2. What do you mean by lighting
3. What do you mean by rest room

6.10 ANSWER TO CHECK YOUR PROGRESS QUESTIONS

1. Ventilation moves outdoor air into a building or a room, and distributes the air within the building or room. The general purpose of ventilation in buildings is to provide healthy air for

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breathing by both diluting the pollutants originating in the building and removing the pollutants from it.

2. Office lighting possible for the worker to see what he is doing-clearly, quickly and accurately "less than adequate lighting results in delays, and mistakes delays because it takes longer to read in poor light; mistakes because the visual image is indistinct instead of sharp and clear.
3. A room in a public building having lavatories, washing facilities, and sometimes couches.

6.11 SUMMARY

In this unit, you have learnt about the ventilation, Air conditioning, lighting, artificial lighting, factors to choosing an office, modular furniture, rest rooms and lunch room of office environment and furniture. Lighting is perhaps the most important of all the physical conditions of the office. Without light there can be no sight. Virtually every task performed in the office is a seeing task. It is well known that most of the offices are situated in crowded areas. Hence it is not possible to make use of direct lighting even in the hot summer. Therefore, artificial lighting came into being to supplement natural lighting. Proper ventilation is another important aspect of office management. Fresh air should pass through the office regularly. Otherwise, the air inside the office shall become unhealthy. Rest room and lunch room important for one in office also.

6.12 KEY WORDS

- **Ventilation:** Moves outdoor air into a building or a room, and distributes the air within the building or room.
- **Natural ventilation:** Providing enough doors, windows and ventilators of the right type at the right places.
- **Artificial ventilators**: Use of electric fans, exhaust fans, air-coolers, air filters etc.
- **A/C**: Higher productivity, better quality of work, improved employee comfort and health, higher morale and a more favourable impression on visitors all can be realized through the use of air conditioning
- **Rest Room**: A room in a public building having lavatories, washing facilities, and sometimes couches.
- **Lunch Room**: A room at a business which is set aside for coffee breaks, snacks, lunches, etc.; also called lunchroom

6.13 FURTHER READINGS

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Model Question

6.14 SELF-ASSESSMENT QUESTIONS AND EXERCISES

Short Questions

1. State the specific categories of office environment
2. What are the benefits of lighting
3. What do you mean by rest room
4. Short not on modular furniture
5. What are the benefits of air conditioning

Big Questions

1. What are the various sources of lighting?
2. What is artificial lighting? What are its sources?

UNIT-VII OFFICE WORK

NOTES

Structure

7.1 INTRODUCTION

"The systems approach is simply a way of thinking about total systems and their components" ***-West Churchman***

The concept of systems is a familiar one. Perhaps the term systematic has an even sharper connotation. Anny undertaking may be approached systematically of haphazardly. In management, a system may be regarded as a planned approach to the activities which are necessary for the attainment of desired objectives. For instance, there is the sales system which involve the forms, personnel, equipment and records which are necessary to complete a sale form the time an order is received up to the time the goods are shipped and payment is received. A similar system is developed for handling purchases. Some system such as the cost accounting system, may become an auxiliary control function of a business.

According to the old concept **"Office Work"** is mostly concerned with the records of an enterprise and making, preserving the records for further usage, so from this we can call office work as clerical work. And office work not only deals with records, it also

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includes communication, mechanical data processing, planning and scheduling, etc.

According to **Leffingwell and Robinson:** "Office work is concerned with records and statistics, with communication, with computing, with planning and scheduling. Every office task comes within the scope of one or the other of these activities."

7.2 MEASUREMENT AND STANDARDIZATION

Standardisation or standardization is the process of implementing and developing technical standards based on the consensus of different parties that include firms, users, interest groups, standards organizations and governments. Standardization can help maximize compatibility, interoperability, safety, repeatability, or quality. It can also facilitate commoditization of formerly custom processes. In social sciences, including economics, the idea of standardization is close to the solution for a coordination problem, a situation in which all parties can realize mutual gains, but only by making mutually consistent decisions. This view includes the case of "spontaneous standardization processes", to produce de facto standards.

7.3 UNIT OF MEASUREMENT

A unit of measurement is a definite magnitude of a quantity, defined and adopted by convention or by law that is used as a standard for measurement of the same kind of quantity. Any other quantity of that kind can be expressed as a multiple of the unit of measurement.

7.4 REASONS FOR MEASURING OFFICE WORK

In simple words 'to measure means is to determine the quality. Measurement of work thus concerns itself with the quality'.

Work measurement can be described as the programme of measuring the volume of work completed and the amount of time taken to complete this work.

There are two basics which enable the standards established to be useful under the following conditions:

Determination of the Need of Manpower

Manpower requirement for each function in office are determined with help of time standard. For example, if in an office the number of bills typed in a day is hundred and one typist engaged in the office types 50 bills, then there will be two typists required for the same.

Scheduling and Distributing the Work Load

This standard helps to distribute work over workers and work evenly. Thus the work measurement helps in avoiding in equalities.

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Comparing the Performance

The standard helps to compare performance. This is done with the help of utilisation index which is calculated by dividing the number of standard hour produced in a work centre by the number of actual hours expended.

Determinations of the Cost

Time standard provides the basic for the deter-mination of cost of different work units. This is possible because time standard for every function or part of function can be converted into cost standards. This is particularly useful in an organisation where a function is composed of many parts.

Providing Basically Incentive Wages

Since time standard helps to measure efficiency, every worker or a group of worker can be rewarded for efficiency on the basis of performance and improved morale. Thus employees' morale is better since they know as to what is required of them in terms of quality and quantity of output. A better worker is thus recognised.

Helps in Installing Office System and Procedures

Since the Office Manager knows the volume of output and its cost, he is able to cut down the cost of the office system. If any method, designs or the technique is to be changed or a greater mechanisation is to be undertaken, the cost presently incurred and to be incurred into future due to changes would be compared. Any change would be permitted only if cost reduction is possible.

Helps in Office Audit

Work measurement helps to set standard of performance. These standards help in the matter of office audit, since they help in evaluating performance of the employee and the work group.

7.4.1. Process of measurement of office work

The process of work measurement can be illustrated by a simple diagram:

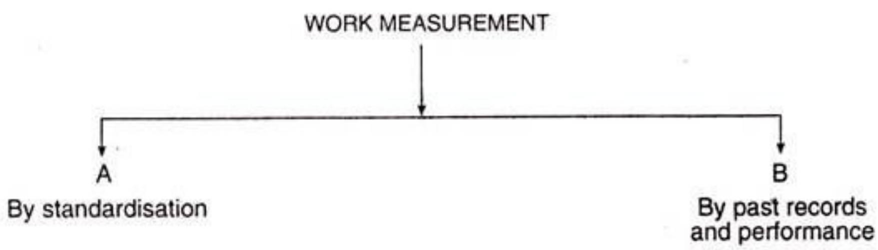


Fig.7.1 Work Measurement

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I. Standardization

Improving and Standardisation Methods of Work

Time standard should be set only after method of work have been improved and standardised. This action ensures that the tasks to be measured are performed in the most efficient possible way. Besides it ensures that all employees are performing the work in the same way.

Determining the Tasks to be Measures

The tasks to be measured are determined and classified. Before the measurement process is started, all elements or parts are also classified. It is for the supervisors to approve the task descriptions and their classifications.

Defining Measuring Units

The unit in terms of which a work is to be measured must be defined adequately. The work unit would be different for different types of work. However, it would be essential to have a unit which is easy to identify, count and understand.

Establishment of Procedures for Reporting

It is necessary to establish procedure for reporting whereby necessary production counts in times of unit, hours worked and other dates are collected and reported periodically. Generally, this responsibility is entrusted to the supervisor of the work centre.

II. By Past Records and Performance

In the case of measuring office work, the past performance of the office employees and their performance now is taken into account. As more and more mechanisation has taken place in our country, standard would become more necessary.

7.5 INDIVIDUAL JOB AND CONTROL

Job control is a person's ability to influence what happens in his or her work environment, in particular to influence matters that are relevant to his or her personal goals. Job control may include control over work tasks, control over the work pace and physical movement, control over the social and technical environment, and freedom from supervision. Workplace autonomy has been seen as a specialized form of the more general concept of control. Workplace autonomy is the freedom of a person to determine what he or she does at work, and how.

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7.6 BENEFITS OF SPECIALIZATION

Risk Reduction

An employee who performs the same task repeatedly by specializing in it is less likely to make a mistake. They are familiar with the pitfalls and issues that a nonspecialist performing that task would not know. For instance, someone who makes deliveries to the same places every day will know the roads and potential traffic issues better than someone who doesn't drive that route all the time.

Solidarity

A big advantage of specialization is that employees feel a certain camaraderie with others in their department or skill set. It allows for a feeling of "we're all in this together!" that bolsters morale and, in turn, improves performance. Even if an employee is a lone specialist in what they do, it still brings a feeling of immense pride.

Saves Money

Training one person to do a particular job saves money and time in training. Transferring or moving employees from a task they are skilled in to a task they are not means potentially wasting a lot of resources. The advantage of specialization in a task is that there is a virtual guarantee of not having to expend money to perform the same task over again because the specialist knows it very well.

Accurate Time Management

Time wasted is money wasted. Training multiple people to do many tasks can result in all of them being at least okay at doing it, whereas a few people specializing in the task means it will be done more quickly and with greater ease

7.7 SELECTION OF EMPLOYEES

Employee Selection is the process of putting right men on right job. It is a procedure of matching organizational requirements with the skills and qualifications of people. Effective selection can be done only when there is effective matching. By selecting best candidate for the required job, the organization will get quality performance of employees. Moreover, organization will face less of absenteeism and employee turnover problems. By selecting right candidate for the required job, organization will also save time and money. Proper screening of candidates takes place during selection procedure. All the potential candidates who apply for the given job are tested.

But selection must be differentiated from recruitment, though these are two phases of employment process. Recruitment is considered to be a positive process as it motivates more of candidates to apply for the job. It creates a pool of applicants. It is just sourcing of data. While

selection is a negative process as the inappropriate candidates are rejected here. Recruitment precedes selection in staffing process. Selection involves choosing the best candidate with best abilities, skills and knowledge for the required job. The Employee selection Process takes place in following order-

Preliminary Interviews

It is used to eliminate those candidates who do not meet the minimum eligiblity criteria laid down by the organization. The skills, academic and family background, competencies and interests of the candidate are examined during preliminary interview. Preliminary interviews are less formalized and planned than the final interviews. The candidates are given a brief up about the company and the job profile; and it is also examined how much the candidate knows about the company. Preliminary interviews are also called screening interviews.

Application blanks

The candidates who clear the preliminary interview are required to fill application blank. It contains data record of the candidates such as details about age, qualifications, reason for leaving previous job, experience, etc.

Written Tests

Various written tests conducted during selection procedure are aptitude test, intelligence test, reasoning test, personality test, etc. These tests are used to objectively assess the potential candidate. They should not be biased.

Employment Interviews

It is a one to one interaction between the interviewer and the potential candidate. It is used to find whether the candidate is best suited for the required job or not. But such interviews consume time and money both. Moreover the competencies of the candidate cannot be judged. Such interviews may be biased at times. Such interviews should be conducted properly. No distractions should be there in room. There should be an honest communication between candidate and interviewer.

Medical examination

Medical tests are conducted to ensure physical fitness of the potential employee. It will decrease chances of employee absenteeism.

Appointment Letter

A reference check is made about the candidate selected and then finally he is appointed by giving a formal appointment letter.

7.8 TRAINING

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Training of employees takes place after orientation takes place. Training is the process of enhancing the skills, capabilities and knowledge of employees for doing a particular job. Training process moulds the thinking of employees and leads to quality performance of employees. It is continuous and never ending in nature.

The benefits of training can be summed up as:

Improves morale of employees

Training helps the employee to get job security and job satisfaction. The more satisfied the employee is and the greater is his morale, the more he will contribute to organizational success and the lesser will be employee absenteeism and turnover.

Less supervision

A well trained employee will be well acquainted with the job and will need less of supervision. Thus, there will be less wastage of time and efforts.

Fewer accidents

Errors are likely to occur if the employees lack knowledge and skills required for doing a particular job. The more trained an employee is, the less are the chances of committing accidents in job and the more proficient the employee becomes.

Chances of promotion

Employees acquire skills and efficiency during training. They become more eligible for promotion. They become an asset for the organization.

Increased productivity

Training improves efficiency and productivity of employees. Well trained employees show both quantity and quality performance. There is less wastage of time, money and resources if employees are properly trained

7.9 OFFICE PERSONNEL

The term "office personnel" includes anyone who works in an office, such as professional, managerial, and administrative staff. Office personnel are the backbone of any business, and without them the day-to-day operations of a business would fail; files, invoices, and paperwork would be lost, personnel and vendors would not be paid, and supplies wouldn't be ordered. The salary range of office personnel varies based on their position within the company, specific duties assigned, and geographical location

7.9.1. Types of office personnel

Office personnel are classified based on their duties, responsibilities, right and authorities into different level. They are as follow:

1. Office Chief
2. Branch/ Sectional Chief
3. Office Assistant
   (i) Sectional Clerk
   (ii) Personal Assistant (P.A.) and
   (iii) Receptionist

Office Chief

An office employee who is the head of an office is called office chief. Office Chief has been assigned the responsibilities to prepare plans, policies, rules, regulations and decisions for smooth operation of an office in order to achieve the organizational goals. Office chief has to direct, co-ordinate and control the sections, departments and employees.

Functions of Office Chief

1. Office chief has to set the organizational goals and objectives.
2. Office chief has to prepare plan, policies, rules, regulation and decision for attainment the organizational goals.
3. Office chief has to make the optimum utilization of the available resources.
4. Office chief has to direct, co-ordinate and control the departments and the office employees.
5. Office chief has to maintain the proper accounting system for recording the financial transactions.
6. Office chief has to manage the security against the organizational assets and properties.
7. Office chief has to divide the work and duties and assign the responsibilities among the office employees.

Branch/ Sectional Chief

An office employee who is the head of particular department or section is called Branch/Section Chief. Branch Chief has been assigned the responsibilities to prepare plans, policies, rules, regulations and decisions for smooth operation of that branch in order to achieve the departmental objectives with conformity of the organizational

objectives. Branch Chief has to direct, co-ordinate and control the departmental activities.

Office Assistant

An office employee who works under office chief and branch chief in order to assist them by performing the clerical activities for achieving the organizational objectives is called Office Assistant. They are sectional clerk, personal assistant (P.A.) and receptionist.

Sectional Clerk

An office employee who works in the particular section or branch in order to assist the office chief and branch chief by performing the clerical activities for achieving the departmental and organizational objectives is called sectional clerk.

Personal Assistant

An office employee who is appointed especially to assist the executives is called personnel assistant. The personal assistant has to handle mail, telephone and visitors, remind his/her bosses for his daily schedule and manage the executives' visit, meeting and seminars.

Receptionist

An office employee (especially lady) who is appointed to handle telephone, mail and visitors in inquiry section is called receptionist. The receptionist has to manage the appointment of the visitors with the executives and provide the required information to the insiders and outsiders.

Check your Progress

1. What are the reasons for measuring office work
2. What do you mean by standardization
3. What do you mean by office personnel

7.10 ANSWER TO CHECK YOUR PROGRESS QUESTIONS

1. Work measurement can be described as the programme of measuring the volume of work completed and the amount of time taken to complete this work.
2. Standardization is the process of implementing and developing technical standards based on the consensus of different parties that include firms, users, interest groups, standards organizations and governments. Standardization can help maximize compatibility, interoperability, safety, repeatability, or quality. It can also facilitate commoditization of formerly custom processes

3. The term "office personnel" includes anyone who works in an office, such as professional, managerial, and administrative staff. Office personnel are the backbone of any business, and without them the day-to-day operations of a business would fail; files, invoices, and paperwork would be lost, personnel and vendors would not be paid, and supplies wouldn't be ordered.

7.11 SUMMARY

In this unit, you have learnt about the introduction of office work, measurement and standardization, unit of measurement, reasons for measuring office work, individual job and control, benefits of specialization, selection of employees, training and office personnel.

7.12 KEY WORDS

- **Office Work:** The records of an enterprise and making, preserving the records for further usage, so from this we can call office work as clerical work.
- **Job control**: A person's ability to influence what happens in his or her work environment, in particular to influence matters that are relevant to his or her personal goals
- **Employee Selection:** The process of putting right men on right job.
- **Training:** The process of enhancing the skills, capabilities and knowledge of employees for doing a particular job
- **Office personnel:** Who works in an office,such as professional, managerial, and administrative staff
- **Office chief:** An office employee who is the head of an office is called office chief.

7.13 FURTHER READINGS

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7. **J.C.Dennyer.** Office Management

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7.14 SELF-ASSESSMENT QUESTIONS AND EXERCISES

Short Questions

1. What is meant by office work
2. What is meant by unit measurement?
3. What do you mean by standardization
4. Write an explanatory note on sectional clerk
5. Write short note on Receptionist
6. Who is Sectional Chief-Explain

Big Questions

1. What are the reasons measuring office work
2. What are the process of measurement of office work
3. What are benefits of specilization
4. Explain the steps of selection of employees
5. What are the functions of office chief
6. What are types of office personnel

UNIT-VIII MANAGEMENT OF OFFICE STATIONERY

Structure

8.1 INTRODUCTION

"Stationery and supplies of all kinds are just as important to an industry, commerce and trade as fuel. It would be difficult, if not impossible, to keep records, correspondence and communication would be difficult and the buying and the selling of goods would be slow"

Maurice Watchman

Every modern office requires a large variety of stationery and other articles in connection with its day-to-day work. These include items like" pape, carbon papers, typewriter ribbons, pens, pencils, erasers, pins, lables, file fasteners, file boards and file boxes, ball pens and refills, paper rolls, cello tape, link eradicators, type calendars ,tapes, stencils, and duplicating paper knife, tags, sealing wax, stamps and stamps pads, envelops, letterheads and writing pads, and so on.

According to **Robert H.A Davis** "a ream of your letter head stationery represents 500 contracts! Your stationery is you to your customer and business associates. Select it with as much consideration as you would use an office buyer, if you have the responsibility of selecting the stationery for your firm, remember that you have a great influence over the effect the letter have on your company's clients, the labour cost of preparing office paper work, and the basic costs of paper consumption.

8.1.1. Need for office supplies and stationery

Every office work is performed with the help of office stationery and forms. These are also known as “Office Supplies.” In modern office, computer is also used to reduce the need and importance of office stationery and forms. Even though, office supplies are treated as an integral part of any office organization. There is no possibility of elimination of 100 percent office stationery and forms by the application of computers. Hence, adequate attention should be paid with regard to the use of office stationery and forms. Cost of stationery may account for up to 30 percent of non-salary expenditure.

Office stationery and forms occupies a significant place in office management from cost point of view. Generally, the value of office stationery and forms is very small but used regularly in any office. These includes paper, envelope, latter heads, paper pads, printed forms, rubber, carbon papers, ink, stencil, typewriter ribbons, pencils, correcting fluid, pens, gums, stamp pad, pins, duplicating paper, paper weight, file covers, duplicating ink, tag, clips, sealing wax, glue, and the like. The effectiveness and efficiency of the office is based on the adequate availability of office stationery and forms. Every office staff must be provided with the best tools of right type in order to enable them to produce the best possible results.

A separate person is appointed to store the stationery and forms and issue the same to the office employees. He has to determine the standards of supplies, purchase of supplies, storage of supplies; departmental control over supplies etc. Each of the stationery is manufactured by-different firms in different qualities. Each of the stationery is procured according to the needs of an office.

8.2 PURCHASE OF STATIONERY

The office manager or a responsible person has to decide about the quality, types, and needs of stationery before purchasing office stationery. Besides, the following points have to be considered while deciding the stationery.

Standard

Separate standard is followed for each type of stationery. There is no link of standard with cost. Only utility is taken into account while deciding the standard.

Suitability

The stationery should be capable of satisfying the needs of the office and well suited for-the purpose for which they are purchased.

Cost

Clerical operations cannot be carried out in the absence of stationery. Even though, the cost of stationery should not exceed 40% to 50% of the non-salary expenditure.

Goodwill

The letters must give a good impression to the recipient. They create goodwill for the firm.

Durability

Cheaper quality stationery has a shorter life. The papers are kept for long period and used as documentary evidence. Hence, superior quality stationery should be used for important matters.

Preservation

The carbon copy of the letter is preserved for future reference. Hence, the letter appears on the carbon.

Performance

A specified brand of stationery has to be used continuously until the stage of availability of satisfaction. If not so, it has to be substituted by another brand.

Quality

Stationery has short life if ordinary quality is purchased. The stationery of superior quality will be profitable since it may go for double the time of ordinary quality and incurred low expenses.

8.2.1. Steps to avoid unnecessary purchase of stationery

It is a well-known fact that the cost of stationery occupies main portion of non-salary expenses. In other words, a huge amount of expenditure is incurred on stationery in every type of business concern. Hence, it is advised that the office manager should take necessary steps to avoid unnecessary purchase of stationery and ensure that the cost of stationery is under control

Here, some of the suggestion is given for minimizing the cost of stationery.

- ❖ The centralized purchase department buys the stationery based on requisition made by different departments.
- ❖ The responsible executive of an organization should approve every purchase.
- ❖ The factors affecting the purchasing of stationery should be taken into account before making every purchase. These factors include suppliers, availability of store space, quantity of stationery required, availability of finance, quality, nature of

stationery, and cost of storage, stock level, economic order quantity, risk of obsolescence and the like.

- ❖ The best possible method of buying must be followed for every item of stationery.
- ❖ The purchasing officer should compare the standard of stationery available in the market and the standard fixed by the organization.
- ❖ The stock room should be clean and dry and kept under lock and key.
- ❖ There should be proper handling of stationery and proper preservation facility should be made in the stock room for every item of stationery.
- ❖ Poor storage facility leads to heavy losses in several ways.
- ❖ Each item of stationery should be easily accessible and code number is allotted for clear identification of stationery.
- ❖ The location of stock room should be in a central place to all the departments. If so, they can get their requirements without any delay.
- ❖ A separate person should compare the quantity and quality mentioned in the invoice and the actual while purchase of stationery. If there is any discrepancy it should be brought before the notice of responsible officer.
- ❖ The stationery should be issued only on the production of written requisition only signed by the departmental head.
- ❖ Minimum and maximum requisition of stationery is also fixed for easy accounting.
- ❖ Proper care should be taken to avoid unnecessary and personal utilization of office stationery.
- ❖ Stationery requisition should be made at regular intervals and avoid daily requisition.
- ❖ Proper entries should be made in the stock register and bin card for every receipt and issue of stationery.
- ❖ It should be ensured the departments do not purchase the stationery on their own.
- ❖ Accounts are prepared in such a way that the cost of consumption of stationery by each department in period wise.
- ❖ The reason for high consumption of stationery has to be enquired and exercise control on the consumption of stationery.
- ❖ The responsible clerk should maintain proper records for each item of stationery.
- ❖ A qualified and experienced person should be in charge of issue of stationery to various departments.
- ❖ A specified requisition form should be used while receiving stationery by various departments.
- ❖ Periodical or perpetual verification of stationery is to be made by the top executive without prior notice.

8.3 STORING STATIONERY AND OFFICE SUPPLIES

The methods of buying may be divided into four main categories, although there may be a combination of them.

Tender

Very large firms and local authorities use the system of purchasing by tender. Here, the purchasing authority decides on the items of stationery, determines the quantity required for, say, a year, and then invites stationery manufactures or dealers to tender the price for the different lots.

(a) The lowest tender is not always the best or the most economical and

(b) A contract for a period of time may mean that highest prices would be paid if the market prices should fall during the contract period.

Quotation system

Under this system, every time large quantity of anything is ordered, the different suppliers are asked to submit quotations, perhaps with samples. This system has the advantage of getting supplies from many stationery firms, whose quotations is accepted.

Buying from same suppliers

It is always advantageous to purchase from the same suppliers. Whose quantity and service have been found satisfactory over a period of time.

Spot purchasing

Under this method, stationery supplies are purchased through various sales representations who may call upon firm. They sometimes bring samples, and invariably seek to increase the quantities ordered. But this definitely is not a recommended way of buying.

8.3.1. Control over stationery in the stores

Control over stationery in the stores may be exercised in a number of ways. These include.

Fixation of levels

The simplest method of ensuring continuous supply of all stationery items is to determine the minimum, maximum and re-order levels of the stationery items. These levels may be fixed in the basis of past experience of the rate of consumption, the time taken placing an order and arrival of fresh supplies etc.

Two-bin system

The two-bin system may be employed to keep in bin-B some quantity of stock to be used to avoid the stock out position. When the supplies of bin-A have been exhausted, an order for fresh supplies may be placed for its replenishment before the stock in bin-B is used up.

Stock taking

There are three methods of stock taking: perpetual, continuous and period. Under perpetual stock taking, the counting of the quantities in the stock is made at the time of receipts and issues, the system may be adopted for costly items and for those which are stored in large quantities so that pilferage may be avoided.

8.4 GUIDELINES FOR GOOD STOCK KEEPING IN OFFICES

Stationery handling is one of the important aspects of control of stationery. There is a possibility of avoiding wastage and ensuring continuous supply if the stationery is issued under proper procedure.

According to **Denyer**,"While the issuing system must be reasonable in its operation, it must be so liberal that separate stationery stores are built up since nothing induces waste more than being over liberal with individual issues.

Hence, the issue of stationery should be as per the needs of the office and there is a little control on stationery. Guidelines for effective handling of office stationery The following steps may be taken to fix the issue procedure for stationery.

Indent

The every issue of stationery should be based on requisition. The departments can prepare an indent whenever there is a need of stationery. The departmental heads should sign the indent. The storekeeper can issue the stationery after receiving indent. No issue will be made without indent.

Issue Time

A time is fixed for issue of stationery. It may be an hour is a day. The issue time should be communicated to every department. If there is any change of issue time which should be communicated without any delay. The absence of issue time leads to inefficiency in operation affects the control system and involves more labour in the activity. The issue may be made in first come first issued basis. It avoids confusion and regularity in the issue of stationery. However, in case of emergency, the issue may be made at any time to required people.

Delivery

The storekeepers can deliver stationery at the work place of every department. There is no need of deputing any person to get the stationery items from the stores by the departments. This saves time, labour and pilferage.

Issue Quantity

Every stationery is to be issued in a specified quantity. There must be a unit of measurement for stationery. The paper may be issued in ream, pens, pencils, cutters, erasers and the like are issue in dozens. Gum is issued in number. This unit of measurement facilitates stock control and helpful to both stores and departments.

Accounting

Both stores and department should prepare the accounts for stationery. The storekeeper maintains the issue registers. The Issue Register is to be updated with every issue of stationery. The physical stock should tally with the Issue Register. Likewise, each department should maintain stationery register, make entries for receipt, issue, and balance in the register to keep the stationery stock up to date. Issue register contains the details like date, indent number, indenting department, quantity issued etc. Proper entries should be made in Issue Register for effective control system.

Stock Maintenance

Stock levels for each stationery items are fixed and maintained. The stationery items should be purchased at regular intervals in order to maintain required stock levels. Required stock levels ensure continuous supply of stationery. This should be a continuous activity. The department should not be allowed to receive the stationery without indent. Drawings of the stationery will be honored depending upon the honesty and sincerity of the person drawings the stationery.

Check your Progress

1. Define stationery
2. What do you mean by tender
3. What do you mean by stock keeping

8.5 ANSWER TO CHECK YOUR PROGRESS QUESTIONS

1. According to **Robert H.A Davis** “a ream of your letter head stationery represents 500 contracts! Your stationery is you to your customer and business associates. Select it with as much consideration as you would use an office buyer, if you have the

responsibility of selecting the stationery for your firm, remember that you have a great influence over the effect the letter have on your company's clients, the labour cost of preparing office paper work, and the basic costs of paper consumption.

2. Very large firms and local authorities use the system of purchasing by tender. Here, the purchasing authority decides on the items of stationery, determines the quantity required for, say, a year, and then invites stationery manufactures or dealers to tender the price for the different lots.
3. Stationery handling is one of the important aspects of control of stationery. There is a possibility of avoiding wastage and ensuring continuous supply if the stationery is issued under proper procedure.

8.6 SUMMARY

In this unit, you have learnt about the introduction of office stationery, purchase of stationery, storing stationery and office supplies and guidelines for good stock keeping in offices.In order to avoid the waste resulting from bad buying, over stocking and poor control over issues and consumption of stationery, it is important to develop a proper system for stationery in any office.

8.7 KEY WORDS

- **Tender:** Very large firms and local authorities use the system of purchasing by tender
- **Quotation system**: Every time large quantity of anything is ordered, the different suppliers are asked to submit quotations, perhaps with samples.
- **Spot purchasing**: Purchased through various sales representations who may call upon firm.
- **Two-bin system:** The two-bin system may be employed to keep in bin-B some quantity of stock to be used to avoid the stock out position. When the supplies of bin-A have been exhausted, an order for fresh supplies may be placed for its replenishment before the stock in bin-B is used up.
- **Stock taking:** The counting of the quantities in the stock is made at the time of receipts and issues, the system may be adopted for costly items and for those which are stored in large quantities so that pilferage may be avoided.
- **Indent :**The every issue of stationery should be based on requisition
- **Stock Maintenance:** Stock levels for each stationery items are fixed and maintained

8.8 FURTHER READINGS

1. **Chopra, R.K. 1998.** Office Management. Himalaya Publishing House, Delhi.
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3. **George R. Terry.** Office Management and Control.
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6. **F.Kay.** Purchasing procedure for industry

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8.9 SELF-ASSESSMENT QUESTIONS AND EXERCISES

Short Questions

1. Define stationeries and supplies
2. Why the office stationeries and supplies to be controlled
3. List out the benefits of controlling stationeries
4. State the steps in controlling stationeries

Big Questions

1. Describe the procedure followed in buying the stationery
2. Briefly explain the factors that affect the store keeping
3. How will you record stationery?
4. Write essay on storage of stationeries and supplies

NOTES

UNIT-IX OFFICE FORMS

Structure

9.1 INTRODUCTION

"In many offices, if indeed not in most, practically no scientific analysis and study has ever been made of the forms in use, and the result in an unnecessary waste of time, paper, effort and money."

-Liffingwell and Robinson

According to Leffingwell, "forms are printed sheets of paper or cardboard used to collect and transmit information." They are the basic tools of all office work and they assist in the fundamental functions of receiving, recording, arranging and giving information in the office. What is more, by reason of their close affinity with office systems, forms have a bearing on the efficiency of office organization.

The required data were collected and brought together for office use with the help of office forms. The collected data have been processed and supplied in a systematic way. Generally, the date may be collected from outside the office at the maximum, say, bills,

quotations, orders, statistical data, return etc. The ready-made forms help the employees to collect the data without much difficulty. It means that clerical work is reduced and collects only required information briefly instead of writing down the whole matter. Hence, the form is printed or cyclostyled for future use. Forms may be filled in ink or with a typewriter.

9.1.1 Meaning of office form

A form is printed or cyclostyled piece of paper containing some information with blanks spaces left for the entry of required information briefly by the persons using it.

9.1.2. Definition of office form

J.C.Denyer, "Printed piece of paper or card on which entries are usually made against marked headings". Office form may be defined as a vehicle by which the required information is collected briefly for the effective and economical function of an office.

George R.Terry, " An office form is a printed piece of paper which provides space for entering records, information or instructions which are to be conveyed to other individuals departments or enterprises.

9.1.3 Purposes of office forms

An office can work very easily and economically with the help of receiving information through form. Time required to perform a work is reduced and the energy of the employee is saved. Therefore, the applications of printed forms have become an essential part of the office procedure.

1. Only the required information is alone received and supplied. Thus irrelevant and unnecessary are eliminated.
2. No piece of information is held up and misrepresented.
3. More clerical work is saved.
4. More information is supplied quickly in a meaningful way.
5. The collection of information is very easily done.
6. There is a possibility of increasing clerical efficiency and output.
7. Quick and clear understanding of information is possible.

9.1.4. Advantages of office forms

The following are the advantages of office forms.

Simplify the Office Procedure

A number or name may be provided to the office forms. They not only reduce the volume of work to some extent but also help in increasing the office work.

Saves Time

In relevant and unnecessary information are not recorded. Only relevant information is recorded briefly. This saves time.

Reduce Chances of Mistakes

The persons in using the office forms are well aware of the contents and requirements. Hence, the chances of mistakes and errors occurring are considerably reduced.

Preservation of Records

Uniform and systematic filing is possible with the help of office forms. It leads to easy preservation of records.

Fixation of Responsibility

The forms contain the details of the name and signature of the person who prepare the form. If there is any mistake or errors, the concerned individual is responsible.

Aid to planning

The proper preservation of forms helps the management for better planning.

Better Human Relations

Employees are assured of keeping a proper record of their work, wages, bonus etc. It creates a confidence in the minds of every employee about the protection of interests of employees by the management. This may promote better human relations in an organization.

Reduce Cost of Office Operation

The utilization of office forms reduces the volume of work and increases the efficiency of employees and output of each worker. Less energy is required to perform a job. Thus, the use of forms reduces the cost of office operation.

Systematic Recording of Information

All necessary and relevant information are recorded in a specified form. At the same time, all the information is supplied to a needy person.

Better Customer Service

Quick reference of information is possible with the help of forms. This enables the management to serve the customers better.

9.1.5. Disadvantages of office forms

1. The designing and printing of the office forms requires much time.

2. If the form was not correctly designed and printed, a lot of confusion may be raised and results in wastage of time, labour and money.
3. It becomes monotony to fill the forms to the clerk.

9.2 IMPORTANCE OF FORM MANAGEMENT

The efficient and economic operation of an office is based on the forms designing. Likewise, the form should be in such a way that it can be easily filled up and processed. For that the office forms should be designed properly. Hence, it is the duty and responsibility of Forms Control Officer or Form Control Department to design the form properly and spend much of his or their time in forms designing.

A form designing means deciding the contents and layout of forms for the purpose of collecting and processing the required information economically and efficiently.

The importance of forms designing can be understood because of the following points.

1. Forms are used to collect record and communicate the required information according to the expectations of the needy persons. Therefore, forms are treated as tools of office work. If the forms are badly designed, it reduces the speed of operation of office work.
2. The forms create psychological impact on the people who use it. The people may be frustrated and get tired if the forms are not designed properly.
3. The badly designed forms results in more number of mistakes in clerical work. Hence, there is a need of well-designed forms to avoid mistakes in clerical work.
4. Sometimes, the designed form may project a poor image in the minds of the customers. This may adversely affect the good will of the company.
5. System is the basis for form design. Hence, forms are designed according to the needs of the system. If forms are badly designed, they can ruin a whole system.
6. The well-designed forms contribute much to the efficiency of employees of an organization and efficiency of the system.
7. The cost of forms is less than the cost of completing office forms, transporting and filling of office forms. The ratio will be greater if the forms are badly designed.

9.2.1. PRINCIPLES OF FORM DESIGNING

Only a well-designed office forms serve the purpose of office. Therefore, some principles have to be followed in designing office forms. A brief explanation of such principles is given below.

Principle of Use

A form may be designed based on need aroused. Need for a firm is aroused due to some reasons. The reasons may be recording of data in a systematic way and/or avoiding of recording of data repeatedly and/or fix the responsibility for the work done.

Principle of Standardization

A standard form is not only reducing cost but also eliminates chances of confusion. A form may be standardized in respect of, Paper Quality Number of prints Paper colour Method used to produce forms, etc.

Principle of Centralized Control

The office manager should nominate a person who is responsible for the designing of forms, use and replacement. If not so, numbers of new forms are added with existing forms and old and/or outdated forms are remaining in use resulting in confusion.

Principle of Systems integration

The design of the forms are decided in such a way that they are easily adjusted with systems design. If so, information are not obtained or given in duplicate.

Principle of Ease of Entry of Data

A form is to be designed in such away that facilitate the entry of data without much difficulty. This depends largely on the printing style, surface on which written, entry method, sequence of information etc.

Principle of Multiple Uses

A form can be designed for multipurpose. Such forms helps reduce space, which in turn facilitates better control on preparation of forms and printing them.

Principle of Identification

Designs of forms should be in such a way that they are easily identifiable without much difficulty. Different colors, papers and ink for printing are used by the office manager in order to differentiate the purpose for which the forms are used.

9.3 FORMS CONTROL IN AN OFFICE

Forms facilitate the clerks in discharging their functions in a systematic way. The right type of forms save time and cost. Therefore, it is clearly understood that uncontrolled designing and use of forms should not be allowed. If allowed, it leads to use of more paper work and cause confusion among the employees. Hence, forms control is necessary in every office.

9.3.1. Objectives of forms control

Forms control is an aspect of office management. It can be exercised over the use and misuse of forms. The following are the objectives of forms control.

1. To retain and maintain office forms according to the office system. All other remaining forms may be destroyed because of changed procedures, amended legislation and the like.
2. To render the best possible service at a minimum of cost.
3. To produce the forms by the most appropriate and economical method.
4. To distribute office forms to various departments and individuals. No form will be issued without indent.
5. To review existing forms periodically in order to find the relevance of forms with office system.
6. To revise existing forms in the light of changes made in the functioning of an office.
7. To introduce any new forms in an office after due scrutiny.
8. To evaluate forms design so that the benefit derived is more than the cost of their production.

9.3.2. Advantages of forms control

The office can get many advantages by exercising forms control. Some of them are presented as below.

1. Much time can be saved by avoiding unnecessary filling up, handling and filing of forms.
2. There is no need of production of unnecessary forms.
3. The office work can be simplified.
4. The office work can be executed without any error and mistake because of clear understanding of instructions given on the forms.
5. The number of forms to be filled up by the clerk is reduced.

It is very easy to calculate the cost benefit analysis of the use of forms

9.4 TYPES OF OFFICE FORMS

Forms can be classified based on their utilization. They are

- ❖ Purchase Forms
- ❖ Sales Forms
- ❖ Accounting Forms and
- ❖ Correspondence Forms.

Then, the forms can be classified based on the number of copies required. They are

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Single copy forms

Single copy form is used to save the only one purpose and kept by the anyone of the office employee.

Multiple copy forms

Multiple copy forms are prepared in more than two copies but according to the requirements. For example, if three copies are prepared; three employees in various departments or in various sections keep them.

Again, office forms are classified based on place of utilization. They are

Outside contact forms

Outside contact forms means forms used for collection of information from the outside of office. They are purchase orders, sales invoices, vouchers and the like.

Internal office forms

Internal office forms mean forms used for collection of information within the organization. They are requisitions, report forms, accounting forms and the like.

9.5 FEATURES OF A WELL-DESIGNED FORM

The systems analyst should be capable of designing a complete and useful form. Unnecessary forms that waste an organization's resources should be eliminated. Forms are important instruments for steering the course of work. They are preprinted papers that require people to fill in responses in a standardized way. Forms elicit and capture information required by organizational members that will often be input to the computer. Through this process, forms often serve as source documents for users or for input to ecommerce applications that humans must enter.

To design forms that people find useful, four guidelines for form design should be observed:

1. Make forms easy to fill in.
2. Ensure that forms meet the purpose for which they are designed.
3. Design forms to ensure accurate completion.
4. Keep forms attractive.

Each of the four guidelines is considered separately in the following sections.

Making Forms Easy to Fill In

To reduce error, speed completion, and facilitate the entry of data, it is essential that forms be easy to fill in. The cost of the forms is minimal compared with the cost of the time employees spend filling them in and then entering data into the information system. It is often possible to eliminate the process of transcribing data that are entered on a form into the system by using electronic submission.

That method often features data keyed in by users themselves, who visit Web sites set up for informational or ecommerce transactions.

Form Flow

Designing a form with proper flow can minimize the time and effort expended by employees in form completion. Forms should flow from left to right and top to bottom. Illogical flow takes extra time and is frustrating. A form that requires people to go directly to the bottom of the form and then skip back up to the top for completion exhibits poor flow. Seven sections of a form.

A second method that makes it easy for people to fill out forms correctly is logical grouping of information. The seven main sections of a form are the following:

1. Heading.
2. Identification and access.
3. Instructions.
4. Body.
5. Signature and verification.
6. Totals.
7. Comments.

NOTES


Bakerloo Brothers

EMPLOYEE EXPENSE VOUCHER

Claimant: Make No Entries in Shaded Areas

Employee ID Number

Voucher Number

Action Taken On

Full Name of Employee

Department

Room Number

[illegible]

Date / /	Place City, State	Meal Expenses	Lodging Expenses	Automobile		Miscellaneous		Taxi Cost	Total Cost
				Miles	Cost	Description	Cost		
	Totals								

I certify that all the above information is correct

Signature of Claimant Date

Approved by Date

Form BB-104 01/2000

Fig 9.1 Form Flow

Captioning

Clear captioning is another technique that can make easy work of filling out a form. Captions tell the person completing the form what to put in a blank line, space, or box. Several options for captioning are shown in the figure below. Two types of line captions, two types of checkoff captions, and examples of a boxed caption and table caption are shown.



Fig 9.2 Captioning

Meeting the Intended Purpose

Forms are created to serve one or more purposes in the recording, processing, storing, and retrieving of information for businesses. Sometimes it is desirable to provide different information to different departments or users but still share some basic information. This situation is where specialty forms are useful.

The term specialty form can also refer solely to the way forms are prepared by the stationer. Examples of stationers' specialty forms are multiple-part forms that are used to create instant triplicates of data, continuous-feed forms that run through the printer without intervention, and perforated forms that leave a stub behind as a record when they are separated.

Ensuring Accurate Completion

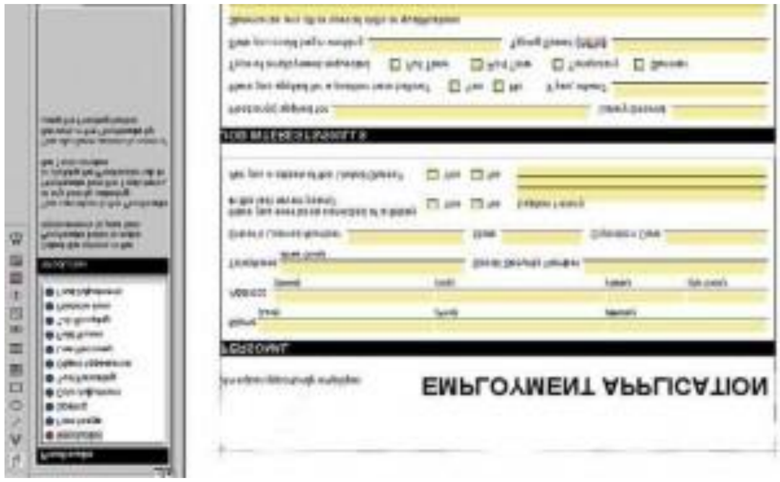
Error rates typically associated with collecting data will drop sharply when forms are designed to ensure accurate completion. Design is important for ensuring that people do the right thing with the form whenever they use it. When service employees such as meter readers or inventory takers use handheld devices to scan or otherwise key in data at the appropriate site, the extra step of transcription during data entry is avoided. Handheld devices use wireless transmission, or are plugged back into larger computer systems so they can upload the data that the

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service worker has stored. No further transcription of what has occurred in the field is necessary.

Keeping Forms Attractive

Although attractiveness of forms is dealt with last, its order of appearance is not meant to diminish its importance. Rather, it is addressed last because making forms appealing is accomplished by applying the techniques discussed in the preceding sections. Aesthetic forms draw people into them and encourage completion.



Controlling Business Forms

Controlling business forms is an important task. Businesses often have a forms specialist who controls forms, but sometimes this job falls to the systems analyst, who sets up and implements forms control.

Check your Progress

1. Define form
2. List out any two importance of form management
3. What is meant by form control

9.6 ANSWER TO CHECK YOUR PROGRESS QUESTIONS

1. **J.C.Denyer,** “Printed piece of paper or card on which entries are usually made against marked headings”. Office form may be defined as a vehicle by which the required information is collected briefly for the effective and economical function of an office.

2. (i).The forms create psychological impact on the people who use it. The people may be frustrated and get tired if the forms are not designed properly. (ii).The badly designed forms results in more number of mistakes in clerical work. Hence, there is a need of well-designed forms to avoid mistakes in clerical work
3. Forms facilitate the clerks in discharging their functions in a systematic way. The right type of forms save time and cost. Therefore, it is clearly understood that uncontrolled designing and use of forms should not be allowed.

9.7 SUMMARY

In this unit, you have learnt about the meaning, definition, purposes, advantages and disadvantages of office form, importance, principles of designing, forms control, types and features of a well-designed form of an organization.

9.8 KEY WORDS

- **Forms:** Printed sheets of paper or cardboard used to collect and transmit information
- **Form Designing:** Only a well-designed office forms serve the purpose of office
- **Form control:** Forms facilitate the clerks in discharging their functions in a systematic way. The right type of forms save time and cost
- **Multiple copy forms**: Prepared in more than two copies
- **Single copy form:** To save the only one purpose and kept by anyone of the office employee.
- **Form flow:** Designing a form with proper flow can minimize the time and effort expended by employees in form completion

9.9 FURTHER READINGS

1. **Pillai R.S.N & Bhagavathi.** Office Management S.Chand and Sons, New Delhi
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9.10 SELF-ASSESSMENT QUESTIONS AND EXERCISES

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Short Questions

1. What are office forms
2. How will you design an office form
3. What are form designing
4. What do you mean by form control
5. What is meant by multiple copy forms
6. What are multiple form

Big Questions

1. How will you design an office form? What are the principles to be observed in designing an office form
2. How will you control office form
3. State and briefly explain the different parts of an office form

UNIT-X OFFICE RECORDS

Structure

10.1 INTRODUCTION

"During the past two decades, man has managed to create more paper documents than he did during the 5000 years of recorded history preceding them." ***-George Jamore Moscowitz***

The term record may be defined as "any written data that are made for possible future use". It refers to the vast bulk of correspondence and other documents which are created, received and stored in any business office. The term "record" includes all forms of information processing media used by a business, whether they are in the forms of correspondence, vouchers, cards, registers, files, tapes or microforms of the records. A typical business has dozens of kinds of records, which constitute the memory of the entire organization.

10.1.1. Classifications of records

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They may be classified into the following categories.

Correspondence records

These include letters, notices, circulars, memoranda etc., received or sent by the organization

Accounting records

These include accounting and financial records, whether in the form of account books, vouchers, invoices, orders,, contracts or documents etc., which are evidence of various accounting and financial transactions.

Personnel records

These include the records relating to the personnel of the organization, eg., performance records, labour turn over records, personal histories of employees, wages sheets or payrolls, etc

Legal records

These records are maintained under various statutes - The income Tax Act, The Sales Tax Act, The Companies Act etc., They may include records which may serve as evidence in legal proceedings.

Other business records

These include purchase records stock records, sales records, production and cost records and all the other records which are not covered by the above categories.

10.1.2. Importance of records

A large variety of records are found in modern office-letter reports invoices contract voucher circulam minutes notices text record statically record price list catalogues etc. These records constitute a written evidence of business activities and the memory not recapitulate the numerous transactions taking place every day; records of business transactions must be maintained.

10.2 PRINCIPLES GOVERNING RECORDS MANAGEMENT

Record management is the management control of records. (Peterson) the term records management has been defined to include “the activities of designed to control the life cycle of a record, its creation to its ultimate disposition. The life cycle of a record refers to the stages through which it passes, including the following: creation, utilization, storage, retrival, and disposition.

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According to Littlefield:” Records management, broadly defined, includes: forms, reports, reproduction of written material, filling records, retention, microfilming and related services.

The guiding principle of records management is to ensure that information is available when and where it is needed, in an organized and efficient manner, and in a well maintained environment. Organizations must ensure that their records are:

Accountability

Assign a senior executive who will oversee and be accountable for record keeping program (aka information governance program, or IGP) and delegate program responsibility to appropriate individuals; adopt policies and procedures to guide personnel, and ensure program auditability. Make all business managers accountable for information governance and the records management principles, policies, and costs.

Integrity

Construct an IGP so that records generated or managed by or for the organization have a reasonable and suitable guarantee of authenticity and reliability. Identify technologies and processes that can provide suitable and reasonable guarantees. To do this of course requires an organization to first define and classify the difference between official records and business information.

Protection

The IGP must ensure a reasonable level of protection to records and information that are private, confidential, privileged, secret, or essential to business continuity. These attributes are the core differentiators when comparing content management to records management systems.

Compliance

The IGP must be established to comply with applicable and jurisdictional laws, regulations, and the organization’s policies. The challenge for most organizations is not developing policies but instead enforcing these policies across a vast number of information repositories and file systems.

Availability

The IGP must maintain records in a manner that ensures timely, efficient, and accurate retrieval of needed information, as more and more organizations are turning to information governance and IGP to do more than meet compliance regulations.

Retention

Maintain records and other information for an appropriate time (and for no longer), taking into account business, legal, regulatory, fiscal, operational, and historical requirements.

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Disposition

An IGP provides for the deletion for records that have no incremental business value or that create liability for the business.

Transparency

The IGP must be implemented in a defensible, understandable, and efficient manner and be available and understood by internal and external business stakeholders.

10.3 OBJECTIVES OF OFFICE RECORDS MANAGEMENT

The records management has the following objectives. They are

1. To keep the accounts of progress in an order.
2. To facilitate the preparation of financial statements.
3. To know the true condition of the business organization
4. To facilitate in business plans and decision making particularly in the context of changing environment.
5. To facilitate comparisons between one period of time with another.
6. To facilitate comparisons between different product lines.
7. To facilitate comparisons between two similar business firms.
8. To detect errors, prevent frauds and avoid wastage.
9. To facilitate the performance of the business functions.
10. To keep the various records under various laws and fulfill the legal requirements.
11. To use the records as written proof of the every business transaction.
12. To bring and keep the efficiency in office operations

10.3.1. Benefits of a records management system

Every organization manages information, and this process can be approached intentionally, increasing value, or haphazardly, leading to business impediments. Here are some reasons why your organization would benefit from having a records management system

Knowledge sharing and learning

An organization that positions itself to allow employees to learn from the past and position for the future is one that will better serve its stakeholders.

Compliance with regulatory requirements for information management

Organizations in Ontario must adhere to PIPEDA, a regulatory act that specifies requirements for working with personal information. A records management system not only helps organizations meet regulatory requirements but also offers a clear demonstration of due diligence, reducing or avoiding fines and penalties.

Business continuity planning

Without information flowing through the organization at the right place and the right time to the right people, business comes to a halt. Information management helps ensure that despite disasters or unexpected events, your organization can continue to function with the vital data required.

10.3.2. Keys to records management systems

The lifecycle for an information asset may include record creation, access, classification, modification, archive, backup, and disposal. Every record within an organization will go through one or more of these stages. Each stage is managed by business policy and processes, human resources, technology systems, or any combination of these. The key to an effective records management system rests in unlocking the strengths of each area as well as integration to serve the needs of the organization and meet regulatory requirements.

Develop or hire information management professionals

Without qualified and experienced professionals, information management will be limited in its impact on your organization. Having the right skill set and growing your team to become more adept at information management is a crucial focus area. With the information footprint of each organization expanding daily, it would be prudent to expand the expertise in managing the information. A trusted provider can also provide training and insights to your team, allowing them to marry business experiences with a technical information management skill set.

Create a classification scheme

AIIM (Association for Information and Image Management) suggests that a classification scheme helps an organization share information in a form that people in the organization can understand and make it easier for staff to utilize. Having a classification scheme will bolster your organization's ability to quickly search and retrieve information.

Develop a metadata model

Metadata is information about a subject that can help describe and classify information. On a computer, each file has information

such as date created and file type that aids in searching the information. Likewise, a metadata model for various types of records can help your staff understand when it should be disposed of and who is authorized to view the information. The association suggests that a metadata model that can be leveraged across the organization can help ensure consistency and save time for new departments wishing to better manage information deposits.

Ensure records management representation

Having a records management representative at planning meetings can help ensure that your organization plans for information management rather than reacting to mismanagement. Allowing a voice for records management allows your organization to plan to make use of information.

Leverage broad staff quality control

Platforms like Wikipedia and community forums have provided ways for countless users to take part in information management and knowledge sharing. We spoke earlier about how records management is everyone's responsibility. Using tools like Confluence, Jive, or Social text will help your team collaborate and improve the quality of your information. The continuous cycle of improving the quality of records and increasing staff participation is accelerated through the clear articulation of the benefits of accessing content that can help everyone do their jobs.

Invite regulator input

Often when companies are tagged with a penalty for non-compliance, this is their first encounter with the privacy arm of government. Inviting regulators to be part of the process of planning and initiating a records management system can help build relationships and ensure your company meets compliance requirements. The Office of the Privacy Commissioner of Canada is available here to help answer questions or to provide input. Don't wait till an issue arises. Demonstrate due diligence from the get-go.

Create buy-in by engaging stakeholders and invite on-going feedback

Without the wide support of your organization's staff, it is difficult to create a records management system that serves the needs of your team. Ensure that they are given ample opportunity to be educated and made aware of the challenges that are being addressed and how these issues can also make their work more efficient and effective. Invite on-going feedback to keep in touch with changing needs and to bolster their continued participation in helping ensure records security and availability needs are met.

10.4 FILLING SYSTEM

Filing is a form of record-keeping. Documents are filed in order that they may be available for use at some future data, which is the precise purpose of making records. Filing providers a mean of preserving records of business transaction. Letters, circulations, bulletins, reports, voucher, contract, statement letters, etc. are the forms of correspondence. So, filing is the process of systematic and scientific preservation of these documents. Every organization receives and dispatches a large number of correspondences every day. Filing is a form of record keeping.

It is the process of arranging and storing the information in a systematic and scientific way so that it can find out without any difficulty when required. All documents and information are valuable for the office works for taking decisions. Filing is considered as an important function of an office. The success and efficiency of an office depends upon presentation, safety and rapidity available of important information and documents

In day to day business operation many documents are received, sent out and created. These documents play a very important role in business operation and for taking some decisions. So such documents should be preserved to obtain at the time of need. For that a filing system is developed in every organization. Hence, filing is the process of systematic and scientific preservation of official document for future reference or evidence. It is putting the documents, letters etc into a file. It is a scientific and systematic process of saving important documents for future reference. Filing is the memory of any organization.

According to Leffing well, "Filing is the process of so arranging and sorting original records, or copies of them, that they can be readily located when required".

10.4.1. Purposes of filing in office and organization

The main purpose of filing is to preserve the important letters and documents safely. Scientific and systematic methods are applied so that any documents can be found out quickly for reference. Despite this main objective, there are some subsidiary objectives which are as follows:

Collection and classification of documents

This is the first objective of filing. An office receives and sends a large number of documents from internal and external sources every day. They can be reports. Vouchers, bills, contracts. So, these documents should be classified into various categories on the basis of their nature and importance.

Preservation of documents

After the collection of data another purpose of filing is to preserve the documents for future reference. Filing provides protection to all the important documents from rats, insects, dust, water and from dishonest staff of the company as well.

Systematic arrangement of documents

The purpose of filing is to arrange all the documents in scientific and systematic order in proper drawers, racks and cabinet, so that when it is required it can be obtained without any difficulty and delay.

Provide proof

Several transactions take place concerning different subjects' matters in an organization. Filing serves to settle misunderstanding and disputes between the business organizations and the different parties such as the government, customers, other business organization etc. Then the preserved documents can be presented as proof whenever required.

Rapidity in office work

The objectives of good filing system is to make rapidity in official work. If the papers, documents, information and materials are properly filed, they will be easily found whenever needed, which helps in quick performance of an official work.

Provide information

Provide different dates and necessary information for formulating plans, policies and taking quick and rational decision for the organization.

Provide guidance to the staff

Filing provides proper guidance to the staff in performing their duties which increase to develop working efficiency of the staff.

10.4.2. Importance of filing in office and organization

Filing is an important activity in any office. It is important for every type of office big, medium or small. It plays a very crucial role in smooth functioning of official work. The importance of filing can be highlighted from the following points:

Protection of records

Filing protects the records by keeping it in safe cabinets and drawers so that important documents can be preserved from rats,

insects, water, sunlight, dust and some time from the dishonest staff of the office as well.

Helpful in setting disputes

Filing is important for setting disputes between the contracting parties. A document related to the agreement will be required to show the evidence. The records may be presented in a court of law in case of legislation. Nobody can deny the facts and figures given in the documents

Ready reference

Previous records are generally needed for future reference. So, filing makes the documents immediately available at required time. The records will be made available only if they properly and systematically preserved.

Helps in planning and decision making

Formulating effective plans and taking quick, rational and correct decision in the function of management real and factual data which is available from past records. So, filing is important.

Better control

Filing system is helpful for contracting the business transactions. Modern business transactions are carried on through various documents. Several types of document are received and sent daily. If those documents are maintained under and scientific way naturally management will get great help in evaluating performance and taking corrective action.

Facilitates follow ups

Follow up action is necessary in case of securing orders, collecting payments and compliance of rules, policies etc. Filing facilitates follow up action by preserving the records

10.4.3. Methods of filling

There are different types of filing system. Office has to adopt a filing system as per its needs. In broad sense filing system can be categorized into two parts:

Traditional filing system

Traditional filing system were used at the beginning stage of office management. When the scale of business was small and numbers of documents were limited, in spite of being old they are still in practice in small business organization.

Some important old filing system are discussed below:

Wire or spike filing

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It is the oldest and the cheapest methods of filing system. Under this method, a thin steel rod, about one foot long, is used from upper end to form a hook and the bottom end a wooden or plastic disk is fixed to act as stopper. All incoming are threaded in order of date. The hooked wire is usually hung on a nail fixed on the wall or is placed on the disk. It is used to keep temporary type of documents.

Advantages

- This method is very simple. Anyone staff of office can use it without any difficulty.
- This is a very cheap method as only wire is sufficient for filing.
- It requires minimum time and space.

Disadvantages

- It is not suitable to big business.
- It is not attractive.
- As documents are kept open there is great chance of loss of documents.
- Letters and documents are not protected against damage by dust or water.
- Secrecy cannot be maintained.

Pigeon hole filling

Another old method of filing is pigeon whole system. In this method, an almirah with several holes which can be seen just like pigeon holes is used for filing of letters. Each hole can be labeled with one or more alphabets or numbers as per need. Letters and records can be kept inside the hole in accordance with the alphabetical or numerical order. It can be used for daily inward mail of different departments. Under this filing system almirah with 24 compartments have been used.

Advantages

- Pigeon hole filing is simple to understand and easy to operate.
- It is very economical.
- Paper or documents will be available quickly.
- It protects documents against dust, water and insects.

Disadvantages

- It is not appropriate for large organization.
- Because of small space different sizes of documents cannot be saved.
- It takes time in searching the documents.
- Secrecy cannot be maintained because pigeon holes are open.

Card Board Filing

In this card board filing system, a thick card board is used. There will be cover paper on both sides of the cardboard. All the letters and documents will be kept inside the cardboard which will be covered by the cover paper and duly tied with the lace or thick thread. Different types of documents can be filed in separate cardboard files. These files can be stored in the almirah for safety. These types of filing system are suitable for small business.

Advantages

- It is very simple and easy.
- It is cheap.
- It is safe because it can be placed in the almirah.
- It is very compact and needs little office space.

Disadvantages

- It is not appropriate for large type of business organization.
- It takes time to locate document because of lack of indexing.
- There are chances of misplacement of documents.

Box Filing

Box files, as the name suggests are made in the shape of box which is 3 to 4 inches deep are used for filing papers. "The boxes are fitted with spring clip to hold the papers down in their proper places. Sometimes papers may be placed in manila folders which may be kept in the box." Documents are filed chronologically. Separate boxes can be used for each subject. Since documents are kept in box so, it is called box filing.

Advantages

- It is very simple to understand and easy to operate
- It is very cheap.
- It needs only box to preserve records.
- Box remains closed, so it is safe system.
- It is not necessary to punch the document.

Disadvantages

- It is unsuitable for large types of business organization.
- It creates problem to takeout a document from the middle.
- It is not flexible because it has limited space.
- There are chances of misplacement of documents.

Press copy book method

Under this method all outward letters are coped out in a book. Actually the practice is to get an extra carbon copy of each letter. The

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copes are then filed in the master file in chronological order. This helps to preserve documents which may become evidence. But it is a time consuming method. Location of documents and cross reference is difficult.

Advantages

- Sent out letters copies of are safe over here.
- Preserved letters can be used as evidence.
- Easy location of document.

Disadvantages

- It only preserves the dispatched letter.
- A letter book has limited pages. So there is lack of flexibility.
- It is an unsafe method because a clerk has to frequently take out the documents.

10.4.4. Modern filing methods

The conventional filing methods and equipments are obsolete and useless from the standpoint of large-scale organization. This equipment was useful when the number of record was very small. Many sophisticated, improved and new filing equipment have been developed to meet the filing requirements of a modern business and these may be classified as.

(a) Horizontal filing.

(b)Vertical filing.

Horizontal filing

Horizontal filing indicates the horizontal positions of files. Under this methods, papers, folders, other containers are placed in a horizontal or flat position" one on the top of another on shelves or in shallow drawers." The paper are filed in a chronological order (date-wise). These files come in a variety of folders. some of these are.



Fig.10.1 Horizontal filing

Flat files

These are covers of cardboard or thick papers, fitted with metal hinges with which to fasten the papers together. A separate cover (file) is allotted to each customer or subject, and all the correspondence and document relating to the customer or subject is placed in that cover in a chronological order.



Fig.10.2 Flat files

Arch files

These are strong cardboard folders containing strong metal arches, which can be operated by leaves. If a paper is to be filed , it is punched with holes with the help of a punching machine ; the lever is then moved upward which opens the springs or metal arches.



Fig.10.3 Arch files

Vertical filing

Vertical filing indicates the vertical position of the files. Under this method, paper folders or files are kept in upright or standing position. This system is an improvement on the horizontal filing system in which a great deal of time is consumed in locating a paper or document.

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Fig.10.4 Vertical filing

Folders

Folders are the basis of vertical filing. They are made of manila paper or some other strong paper and are used to hold papers and documents.

Cabinets

For general office use vertical filing cabinets made of wood or steel are fitted with four drawers. The drawers in these cabinets run on ball bearings, and are deep enough to hold the folders in a standing position.

- Suspension filing.
- Lateral filing.
- Open-shelf filing.
- Visible filing (card filing).

10.4.5. Indexing

An indexing is anything that points out or indicates. It is a ready guide to the location of the required file or records. It is a process of determine the documents which are to be filed. It is an important aid to filing and finding because, when a large number of files are maintained for various purposes, they can be located are indicated by some sort of a guide which is known as index.

10.4.6. Types of Indexing

The various types of indexing is also known as methods of systems of indexing. Some of the important types of indexes are given below:

Page Index

An ordinary page index consists of a page for each letter of the alphabet, fitted with a tab showing the letters, and on each page is

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written the names beginning with that letter and quoting the relevant page number. This type of index may take the following forms:

(a) Bound Book Index.

(b) Loose Leaf Index.

(c) Vowel Index.

Loose or Vertical Card Index

A loose card index is used to overcome the difficulties (limitations) of an ordinary page index. It consists of a number cards of small size (12cms x 7cms), each concerned with one item of the index. The references heading is written along the top edge of a card, and the remaining space is used to indicating the place where the corresponding record may be found.

Visible card Index

Under this system, the cards are laid flat in transparent covers in a shallow tray or in a metal frame. Each card is fitted into metal hinge so that it overlaps the one before it in such a way that a narrow strip at the bottom, containing the name or title, remains visible.

Strip Index

In every office, whatever the organization, a list of the names, addresses and telephone numbers, etc., of the correspondents has to be maintained.

Check your Progress

1. Define record
2. What is meant by record management
3. What is meant by record filling
4. What is meant by index

10.5 ANSWER TO CHECK YOUR PROGRESS QUESTIONS

1. The term record may be defined as “any written data that are made for possible future use”. It refers to the vast bulk of correspondence and other documents which are created, received and stored in any business office.
2. An indexing is anything that points out or indicates. It is a ready guide to the location of the required file or records. It is a process of determine the documents which are to be filed.

3. Filing is a form of record-keeping. Documents are filed in order that they may be available for use at some future data, which is the precise purpose of making records. Filing providers a mean of preserving records of business transaction. Letters, circulations, bulletins, reports, voucher, contract, statement letters, etc. are the forms of correspondence.
4. A large variety of records are found in modern office-letter reports invoices contract voucher circulam minutes notices text record statically record price list catalogues etc.,

10.6 SUMMARY

In this unit, you have learnt about the maintenance of records, classification, importance, principles governing records management, objectives of office record management, benefits, keys to regard management system, filling system purposes, importance, methods, modern filling methods, indexing and types of indexing of organization. Records management concerns itself with the records creation, distribution, maintenance, retention, preservation, retrieval and disposal. The importance of filling in an organization arises from the fact that large number of papers and documents cannot be preserved and handled without proper arrangement. A systematic preservation of various types of information for various purposes is made possible only by a good filling system.

10.7 KEY WORDS

- **Record:** All forms of information processing media used by a business, whether they are in the forms of correspondence, vouchers, cards, registers, files, tapes or microforms of the records
- **Record Management:** The activities of designed to control the life cycle of a record, its creation to its ultimate disposition
- **Filing**: A form of record-keeping. Documents are filed in order that they may be available for use at some future data, which is the precise purpose of making records.
- **Box files:** The shape of box which is 3 to 4 inches deep are used for filing papers.
- **Indexing:** An indexing is anything that points out or indicates. It is a ready guide to the location of the required file or records.
- **Folders:** The basis of vertical filing. They are made of manila paper or some other strong paper and are used to hold papers and documents.
- **Horizontal filing**: The horizontal positions of files. Under this methods, papers, folders, other containers are placed in a

horizontal or flat position" one on the top of another on shelves or in shallow drawers.

- **Press copy book method:** Under this method all outward letters are coped out in a book. Actually the practice is to get an extra carbon copy of each letter.
- **Traditional filing system**: The beginning stage of office management. When the scale of business was small and numbers of documents were limited, in spite of being old they are still in practice in small business organization.

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Model Question

10.9 SELF-ASSESSMENT QUESTIONS AND EXERCISES

Short Questions

1. Define record
2. What do you mean by filling system
3. What is record management
4. What is mean by Horizontal filing?
5. List out any two objectives of records management

Big Questions

1. What is the importance of recording system
2. What are the characteristics of an efficient filling system
3. Why is indexing necessary? Briefly describe any four methods of indexing
4. What is functional classification of files. Discuss
5. Briefly discuss the various modern methods of filling
6. Define filling and explain its advantages. What are the essentials of a good filling system

UNIT-XI OFFICE CORRESPONDENCE

Structure

11.1 INTRODUCTION

"Every office receives mail each day, and the method of dealing with it may have a great effect on the general efficiency of the office, The mail office should be organized and manned to ensure promptness, speed and accuracy".

Correspondence and the handling of mail are the two basic office routines of any organization, which are closely related to other office services-typing and duplication, filing and indexing forms management and communication. "Correspondence" means communication in writing as between individual and institution on matters of common interest.

A lot of communication that takes place in an organisation is in writing. Correspondence thus is defined as 'communication in writing

on subject of mutual interest either within the organisation or with an outsider'.

Correspondence within the organisation lends a meaning of definiteness to corporate policies and practice, promotes understanding between the members and departments the organisation. Correspondences with the outsider promotes image of the organisation, clarifies its policies, keeps its legal entities intact and keeps its operations going.

11.1.1 Purpose of office correspondence

There can be and there are many reasons for office correspondences. An office correspondence can be because of the following reasons:

1. Serving a notice to the office personnel.
2. Serving a notice to the individual person.
3. Serving an order either to the entire department or to the individual employee in the office.
4. Serving an instruction either to the department or to an individual working in the department.

Serving an instruction or a notice to the office situated outside the office premises. There can be many other reasons to execute and serve an instruction which is a part of office correspondence, however, the nature of the corespondence depends upon the situation that arises in the office for which a notice has to be served.

An effective correspondence ensures efficient and economical communication service. The drafting of correspondence improves the goodwill of the organization. The responsibility of drafting a correspondence is based on the nature of correspondence and type of an organization. Generally, routine correspondence is drafted by lower level clerks. Important and confidential correspondences are drafted by the top executives of an organization.

In large organization, the volume of correspondence is also large.Therefore, a separate department or section is created for production and dealing of correspondence. In the case of small organization, a separate responsible and knowledge person is nominated to the production and dealing of correspondence

11.2 PRODUCTION AND GENERATION

There are certain principles of correspondence which has to be followed by every office. An office notice or an office order cannot be issued by every **Tom, Dick and Harry**. Suppose a departmental head wishes to issue a warning letter to one of its employee. He just cannot issue the same on his whims and fancies. He has to first refer to the office manual wherein it will be clear to him whether the office has

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empowered the departmental head to issue such letters. If yes, then he can, under the framework of the administrative manual, issue the letter. If not, he has to revert back to the organisational head, explaining the situation and seek his permission and approval to issue such order, before serving such a warning letter. A copy of that letter should be forwarded to the office organisation head for his information.

11.2.1. Stages involved in drafting of correspondence

The following stages are involved while production or drafting of correspondence and dispatch the same to the parties.

1. The required message or information is collected from various sources.
2. The style of letter is decided according to the nature of correspondence.
3. A rough copy is prepared at initial stage.
4. The rough copy is forwarded to proper official for necessary adding, deleting or correction.
5. Once again the rough copy is read by the employee who has prepared rough copy.
6. The rough copy is hand over to the typist or computer programmer for production as the case may be.
7. Again the produced copy is read by a person who has drafted the copy. The correction may be made if any.
8. The produced copy is arranged for getting sign from the concerned responsible official.
9. The signed copy is also verified by the employee who is dealing the correspondence.
10. Now, the letter is ready for dispatch

11.2.2. Principles of drafting of correspondence

Little Field and Rachel have laid down the principles of drafting of correspondence. They are presented below.

Determine Purpose

Generally, there is a primary purpose of conveying some information and the secondary purpose of conveying a feeling of helpfulness and goodwill.

Planning of Message

Ideas have to be collected from across the o8ice and arrange them in a logical order before the communication begins.

Using of Language

Conversational language has to be selected for the purpose of clear cut directions and simplicity.

Be Compact and Clean

The message should results in the completion of job. Every question should be answered in the communication.

Brief

There must be a thorough explanation of every point in brief.

Courtesy

Every communication should be courtesy, considerate, friendly and helpful.

Read Proof Carefully

An excellent document can be ruined by grammatical and typing errors. The typing error may be relating to spelling name, improper arrangement of words and letters, wrong numbers and in sequence of sentences. Besides, there is a possibility of failing to enclose necessary items. Hence, careful proof reading is necessary for complete valuable correspondence.

The greatest principle of any official correspondence is that official letters issued, served, or sent to anybody, should have a valid, substantial reason which should evince a firm resolute action. Another principle of the official letter is, unless and until needed, it should be brief, polite, and should be written in a manner that the person reading it should take a favourable action. At no stage should the official letter served or written be harsh, impolite and rusty. It therefore devalues the importance of the letter and the person writing it.

11.2.3. Maintenance of official correspondence

Maintenance of the office correspondence starts either with receiving the official letter and filing them in the proper file, or sending a letter out of office, or sending a letter to some other department, and maintaining a copy of it in the file. This is best explained thus:

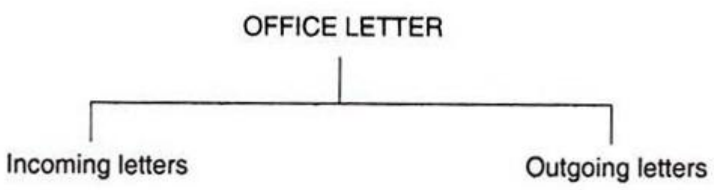


Fig 11.1. Office letter

Incoming letters are also known as incoming mails and the outward letters are known as outgoing mails. We shall discuss the procedure of handling inward mails and outward mails.

I. Inward mails in office correspondence

Inward mail forms the basis on which the organisation works and exists. Much of the efficiency of the organisation is reflected through a proper handling of inward mail.

Listed is the procedure of handling an inward mail:

Receiving and Collecting the Mails

An ordinary 'dak' or 'mail' is brought to the office either by a courier or by a post-man once or twice in a day in most of our cities in India. At once, the number of letter received should be counted. An office, as it is, will receive about 25 to 30 letters in a day and may be 10 to 12 letters at a time. All such letters after receiving should be stamped. A proper example of stamp is shown:

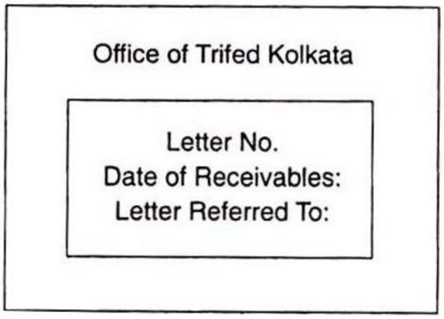


Fig 11.2.office stamp

Here the stamp reflects the name of the office. It is office at Kolkata. The stamp reflects other information as letter number, date of receipt, and the direction of the letter to whom it has to be handed. Suppose this is the 10th letter that the office has received on 10/10/10, then the figure 10 and the date 10/10/10 should be posted at the appropriate place. Lastly, if the letter is marked to the accounts department, then "accounts" should be written in the appropriate place. However, this step will take place only after opening the mail.

Opening Mail

Letters may be opened either by hand or by letter opening machines. Opening letters by hand with the help of a paper knife is the most common method of opening letters even in a very large organisation.

After opening the letter it should be noted whether the contents of the letter written are in a single page, or more than a page. If it is more than one page, the entire pages should be numbered. After numbering the pages, the contents of the letter should be read and a greater importance should be laid on the subject matter of the letter. It

is the subject matter which, at a glance, tells us about the entire contents. Now it is here that the 'letter referred to' comes into foreplay as inscribed on the stamp. Once the entire letter is read, one would come to know about the department where the letter has to be directed. It should be written on the space provided.

Recording of the Mail

Most of the organisations like to keep a permanent record for all inward mail. For this purpose, the "inward mail register", 'dak received register' or 'letter received book' is maintained. This register records all the particulars of letter received. It is better to have such a register in almost all offices to check the records of the letter received and also check whether a letter has been returned for filing.

Sorting and Distribution of Inward Mail

Once the entire stamping and entire recording is over, the letters should be sorted out. For example, all letters to be directed to accounts must be separated and grouped together so that every letter belonging to the Accounts Department are sent to Accounts. Similarly every letter directed to Administration may be send to Administration Department.

Thus process of putting all the letters belonging to the Accounts Department are sent to the accounts. Similarly every letter directed to Administration may be sent to Administration. This process of putting all the letters to one department, in series and directing it to the concerned department for action is known as "sorting". Once the letters are sorted and recorded, the letters are sent to the respective departments to receive. This process is known as distribution.

Follow Up

Efficient reply back to incoming correspondence is the index of the efficiency of the organisation and to improve its image. The executives and the various departmental heads should see to it that letters received during the days are attended to on the same day and replies are prepared on the same day, and then the duplicate copies of it are filed properly. The original letters should be given the file name and should be dispatched properly.

II. Outgoing or outward mail in office correspondence

Mails are sent outside by every department, by every organisation.

Procedure of sending the mail out

1. Read the entire contents of the letter which has to be sent out.
2. Take out the file in which the second copy of the letter will be filed. The file will have a file number. This file number has to be given to the letter.

3. See in the outward register what the serial number of the last letter is. The next number will be the serial number of this letter.
4. Put the date of dispatch on the letter. The same date will have to be put on the letter.
5. After making all the entries of the letter in the outward dak register, send the letters to the dispatch section. The dispatch section will affix the stamps etc., will write the address on the envelope and then post the letter making an entry in the register maintained by them. This is the simplest and easiest method of dispatching a letter from the office.

Filings and Method of Filing in Office Correspondence

The method of filing the office mail whether incoming or outgoing differs from office to office and procedures of filing too differs as different offices have different norms, procedures etc. These come in handy for filing. The process of filing starts immediately after the recording of the outgoing letter is over. Suppose a letter has come into the office for which no reply has to be given, then that letter is read, noted and filed. But if an incoming letter demands reply, then the incoming letter definitely has to be filed, but before it, the reply has to be drafted. Once the reply is drafted, noted, coded and send to the despatch section, for onward process, the letter has to be filed.

Procedures for filing in office correspondence

1. First go through the incoming letter and note from where the letter has come, what are the contents of the letter and what does the letter wants. If the letter does not warrant reply, file the letter in corresponding file.
2. Suppose the incoming letter warrants a reply then find out from where the letter has come. It will be evident from the letter since you would know from where it has come, note the contents of the letter, the subject matter etc… this will give you an idea about the file in which the letter has to be filed, pickup that file.
3. Immediately frame a draft for reply. Get it approved by the competent authority. After getting the approval get the letter typed and get it endorsed by the competent authority.
4. Once the letter is endorsed, give it a proper file number, serial number and date. Once it is done send it to the despatch clerk for approval.
5. File the letter incoming and the reply letter in the corresponding file and number the pages filed serially. This is a short and a brief method of explanation about filing. However, let an effort be made to explain about various kinds of files and filing, and method of how to give an index or a code number to a file.

11.2.4. Organizing correspondence

Correspondence may be centralized by creating a separate correspondence section or department: or it may be carried on by each of the department individually.

Centralized correspondence

In a centralized correspondence section, a correspondence supervisor should be appointed to look after all the correspondence.

Advantages

The advantages of a centralized system of correspondence are.

(i) **Correspondence is specialized:** as a result, there is greater proficiency and high standard of work.

(ii) **Centralized correspondence facilities:** effective follow-up and leads to better results by ensuring better continuity in correspondence.

(iii) **The correspondence:** staff can be adequately and quite easily trained. The cost of training is fairly low.

(iv) **Specification:** the correspondence activity tends to increase the rate of output as well.

Disadvantages

(i) Delays are caused because drafts correspondence may be sent back and forth-from correspondence department to a functional department and vice versa.

(ii) A centralized correspondence section may lack adequate technical and specialized knowledge of a particular functional department.

(iii) The work of functional departments may be interruptible because of frequent visits, inquires, collection of information etc.

Decentralized correspondence

Under the decentralized correspondence system, each functional department makes its own arrangements for correspondence.

Advantages

(i) There is no interruption in the work

(ii) Departmental correspondence takes care of the technical and specialized needs to different functional departments.

(iii) The sense of departmental loyalty on the part of the correspondence staff tends to result in better quality work.

Disadvantages

(i) Departmental correspondence staff may lack proficiency in the art of correspondence

(ii) Under a decentralized system, the correspondence staff may not be adequately trained. The problem of absence and replacement may also upset departmental functioning.

There may be lack of co-ordination between different departments on policy matters, which will be reflected in the correspondence of different departments

11.3 AUDIO TRANSCRIPTION

In its simplest form, it is the transformation of verbal and audio materials into text. Court reporters, professional secretaries and web design specialists create audio transcripts as part of their everyday job responsibilities. Musical transcription and the recording of oral histories are among the other ways in which audio transcription is used to more effectively deliver information in today's data-driven marketplace.

One of the most important uses for audio transcription today is to produce a written record of important events and to provide machine-readable information for dissemination on the internet or through email. Audio materials are not accessible without the use of technological devices. By making these materials available in a printed or text format the potential audience for the information can be expanded significantly. Additionally, the content of audio materials is not generally machine-readable; search engine algorithms, for instance, cannot assess the content of audio files on a website and thus cannot properly index these materials without a detailed meta tag entry or a complete transcription of the contents. Including transcriptions alongside audio files can produce more traffic to the site and deliver the company's message more effectively. So, audio transcription is a historical method for preserving important audio materials, a convenient way to produce accurate records of business proceedings and one of the most effective ways to boost traffic to corporate and personal websites thereby providing greater visibility for companies in the online marketplace.

11.4 TYPE WRITERS

The typewriter is the most commonly used and best known of office machine. It is used for not only clean and neat letters and reports but also for the fact number of copies can be made with the use of carbon stencils. Type writers are available in different sizes and shapes and have different technological sophistications. Mention may be made of following types of typewriters.

1) Standard Typewriters.
2) Portable Typewriters.

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3) Noiseless Typewriters.
4) Electric Typewriters.
5) Automatic Typewriters.
6) Variable Type machines.
7) Typewriter with Additional Attachments.
8) Special-Purpose Typewriters.
9) Electronic Typewriters.
10) Electronic Typewriters with Spell check

11.5 WORD PROCESSING

The use of specialized document manipulation software running on a computer or terminal that allows a user to create, edit, store and print out text based documents. Most modern companies that have a need for producing business letters or other types of text documents will have access to word processing software and a printer.

Word processing refers generally to the creation, editing, formatting, storage, and output of both printed and online or electronic documents. Word processing is undoubtedly the most-used business application for personal computers, perhaps alongside World Wide Web browsers and electronic-mail (e-mail) applications. Word-processing software includes basic applications designed for casual business or home users and powerful, advanced applications capable of meeting the most-demanding needs of businesses. Many word-processing applications are designed for use as part of a suite or integrated group of word-processing, spreadsheet, and presentation programs. For example, Microsoft Word, probably the most widely used word-processing software, is part of the Microsoft Office suite, which includes Microsoft's PowerPoint presentation program and Excel spreadsheet program. Corel WordPerfect, a less widely used but very popular word-processing program, is part of Corel's WordPerfect Office suite, which includes Quattro Pro spreadsheet software and Presentations multimedia slide-show software.

11.5.1. Essential word-processing functions

Essential word-processing functions can be grouped into the categories of input, manipulation, formatting, and output of text.

Text Input

Typically, text is entered into the word processor from a keyboard; other input methods include: Copying text from other applications (such as from hypertext markup language [HTML] documents, e-mail messages, or online encyclopedias) and pasting it into a word-processing document Scanning printed documents and using optical-character-recognition (OCR) software to convert the scanned documents into text characters Using voice-recognition software to convert spoken words into text characters

Text Manipulation

Text manipulation refers to the "processing" part of word processing. Word processors provide easy methods of deleting, inserting, copying, and moving individual characters, words, phrases, and paragraphs even entire pages of information with a few clicks of a mouse button or with such keyboard shortcuts as Ctrl-C to copy, Ctrl-X to cut, and Ctrl-V to paste or insert text. Text can be automatically checked for spelling and for conformance to basic grammatical principles as the text is entered and edited.

Text Formatting

Word-processing software typically includes "wizards" or "help" features to provide automated formatting of common business documents. For example, a letter wizard can assist the user to properly format a business letter, and a résumé wizard can help the user format a professional-looking résumé. Templates are another automated formatting feature. A template is a type of pre-formatted, fill-in-the-blank document that is useful for maintaining a specific format each time a document is created, especially when multiple word-processing operators are involved. A newsletter template, for example, allows a user to entered the text of newsletter articles, headlines, and graphics without having to re-create the newsletter layout for each issue of the newsletter.

11.5.2. Advanced word-processing features

Although most word-processing users tend to learn and use primarily the basic word-processing features, numerous more-advanced features are available in most word processors to make word processing much easier to complete in less time. Taking the time to learn some advanced word-processing features and functions usually has a high payoff in terms of productivity and professionalism.

Some of the more-common advanced word-processing features and functions are described briefly below:

Styles

Styles are user-created formatting commands that allow great control over repetitive formatting structures within a document. For example, using a "style" for each type of heading in a report will ensure consistent formatting of the headings and will eliminate the need for a user to manually format each heading as it is created.

Macros and Merging

Macros are stored keystrokes, or sets of editing and formatting commands, that can be replayed whenever needed. Macros can boost productivity and take much of the tedium out of repetitive word-processing tasks. Merging is the process of using lists of such

information as names, addresses, phone numbers, product descriptions or model numbers, and so on to fill in designated fields or blanks in documents to create mass mailings, address labels, directories, and catalogs.

Version Control

Version-control features allow a user to track the various stages of editing that a document may pass through, including versions created by multiple users involved in the creation and editing of a document. Related features such as the ability to track changes made in a document enable multiple users to review suggested document changes and to accept or reject proposed changes.

Automatic References and Indexes

Documents that include tables of contents, cross-references, indexes, footnotes, endnotes, and captions will benefit from the capability of a word processor to automatically generate and format these items.

Desktop-Publishing Capabilities

Professional-looking documents such as newsletters, advertisements, annual reports, brochures, and business cards can be designed with most modern word-processing software. Graphical images from clip-art collections, digital photographs, and scanned images, and drawings created with graphics programs, can be integrated easily into word-processing documents. Pages and paragraphs can be enclosed with decorative borders. Background images and colors can be added to pages within a document. Graphical elements such as lines, boxes, arrows, and artistic textual headings can be created quickly and easily within most word-processing programs.

11.6 PROOF CORRECTION

Careful reading of a document, to detect any errors in spelling, punctuation, or grammar. It may also involve checking of different elements of a layout for their correct dimensions, placement, type, etc. Every author knows that a human proof reader is indispensable. Also called proofing.

11.6.1. Guidelines for proof-reading

Some of the guidelines to be observed for proof-reading are given below:

- ❖ Read everything in the draft from the beginning to the end.
- ❖ One should have complete knowledge of the use of Proof-Reading Symbols/Signs.
- ❖ Do not forget to run the Spelling Check and Grammar Check at the end.

- ❖ Read the final document carefully before submission to the Officer to ensure that no correction of error is left out.
- ❖ Be judicious in regard to the spellings in the document. Do not follow the spellings blindly as the Computer gives the spellings from its own dictionary.
- ❖ Before submitting the final proof either to the Officer or to the Printing Press, it should be in its final form being typed in double-line-spacing on one side of the paper.
- ❖ The corrections, alterations, additions should be marked with ink, not pencil. The ink should have a different colour from the one used by the printer.
- ❖ To attract instant attention and for clarity, all corrections should be marked on the left hand margin of the proof.
- ❖ All insertions of more than one line should be typed on separate pages. If the insertions are on separate pages, they should be numbered consecutively and on the margin of the proof should be indicated where each item is to be inserted e.g. "Insert at "A", etc.
- ❖ Put your initials on the copy you have proofread**.**

Check your Progress

1. What do you mean by office correspondence
2. What do you mean by inward mail
3. What do you mean by audio transcription
4. What do you mean by proof correction

11.7 ANSWER TO CHECK YOUR PROGRESS QUESTIONS

1. A lot of communication that takes place in an organisation is in writing. Correspondence thus is defined as 'communication in writing on subject of mutual interest either within the organisation or with an outsider'
2. Inward mail forms the basis on which the organisation works and exists. Much of the efficiency of the organisation is reflected through a proper handling of inward mail.
3. In its simplest form, it is the transformation of verbal and audio materials into text. Court reporters, professional secretaries and web design specialists create audio transcripts as part of their everyday job responsibilities. Musical transcription and the recording of oral histories are among the other ways in which audio transcription is used to more effectively deliver information in today's data-driven marketplace

4. Careful reading of a document, to detect any errors in spelling, punctuation, or grammar. It may also involve checking of different elements of a layout for their correct dimensions, placement, type, etc.

11.8 SUMMARY

In this unit, you have learnt about the office correspondence, production and generation, stages and principles of drafting correspondence, Maintenance of official correspondence, organizing correspondence, audio transcription, type writer, word processing, proof correction and guideline of proof correction.an office correspondence.

11.9 KEY WORDS

- **'Office correspondence:** Communication in writing on subject of mutual interest either within the organisation or with an outsider'.
- **Brief: There** must be a thorough explanation of every point in brief.
- **Courtesy:** Every communication should be courtesy, considerate, friendly and helpful.
- **Language** :Conversational language has to be selected for the purpose of clear cut directions and simplicity
- **Audio transcription**: In its simplest form, it is the transformation of verbal and audio materials into text. Court reporters, professional secretaries and web design specialists create audio transcripts as part of their everyday job responsibilities.
- **Type writer**: The typewriter is the most commonly used and best known of office machine. It is used for not only clean and neat letters and reports but also for the fact number of copies can be made with the use of carbon stencils.
- **Word processing**: To the creation, editing, formatting, storage, and output of both printed and online or electronic documents
- **Proof correction**: Careful reading of a document, to detect any errors in spelling, punctuation, or grammar. It may also involve checking of different elements of a layout for their correct dimensions, placement, type, etc

11.10 FURTHER READINGS

1. **Pillai R.S.N & Bhagavathi.** Office Management S.Chand and Sons, New Delhi
2. **Chopra R.K & Gauri Priyanka,** Office Management Himalaya Publishing House, Mumbai

3. **Narayan Dr. B. Jain,** Office Management, Book Agency, Connaught Place, New Delhi
4. **George R. Terry.** Office Management and Control.
5. **J.C. Denyer.** Office Management.
6. **Kathiresan & Radha (2017**). Office Management. Prasanna Publishing House, Chennai
7. **J.C. Denyer.** Office Management.
8. **Kathiresan & Radha (2017**). Office Management. Prasanna Publishing House, Chennai

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Model Question

11.11 SELF-ASSESSMENT QUESTIONS AND EXERCISES

Short Questions

1. Write short note on inward mail
2. What are the office corresponding
3. What do you mean by Recording of the Mail
4. What are the audio transcription
5. What do you mean by word processing
6. Short note on type writers
7. What are the proof correction

Big Questions

1. What are advantages and disadvantages of centralized mailing service in an office
2. Describe the procedure for maintaining incoming and outgoing mail of an office
3. What are the guideline followed for proof correction
4. What are features of word processing
5. What are the essential word processing function -explain

UNIT-XII COMMUNICATION MANAGEMENT IN AN OFFICE

Structure

12.1 INTRODUCTION

"The success of all managerial functions depends on successful communication" ***-Theo Haimann***

The term 'communication' is derived from Latin word 'communis' which means common. The process of communication which takes place between one human mind and another establishes a common meeting ground for understanding. Communication is any means by which a thought is transferred from one person to another. It involves receiving information and giving information.

Communication is one of the fundamental functions of an office, and a process essential for all forms of business. It is the process of conveying information from one person to another through post, by telephone, by messenger service or by any other means. The term communication has been defined as "an exchange of facts, ideas, opinions or emotions by two or more persons.

It is the process passing information ideas and making one self-understood by others. Thus, in its simplest sense, communication is the conveying of information from one person to another

12.2 COMMUNICATION LOOP

Communication is a major function of an office. All office work, whether performed in one department or in separate departments, is inter-related and inter-dependent. An efficient performance of office work necessitates a regular exchange of information and messages among individual executives, different department and life blood of a commercial and industrial enterprise. The success of an organization depends to a very large extent upon its ability to communicate effectively with its employees and customers. The effective communication service as part of the office organization

12.2.1. Communication systems and procedures

A communication service must be accurate, speedy and economical. The office manager should be familiar with the various devices of communication and the different factors which should be considered before adopting a particular communication system.

These facts are

Speed

The time taken to transmit a message to its destination and the speed of the communication system should be considered on the basis of the urgency of communication the message.

Distance

The distance between various persons or departments who are in need of a communication service should be considered, and communication media, suitable for covering the distance, should be selected.

Accuracy

The communication medium which is selected should ensure accuracy in the transmission of messages. If figures are spoken over the telephone, they are liable to be misheard in such cases, written communication is desirable.

Secrecy

If it is desired that persons other than the intended recipient of the information, should not become aware of the information communicated, the medium that is selected should ensure secrecy;

Safety

The risk of losing the communication in transit should be considered.

Records

If it is necessary to keep some record of a communication, it would be better to use written communication.

Impression

A communication should be in such a form the desired reaction from the person receiving it .in some cases, a form of letter is adequate while in other it might result in the communication being thrown unread into the wastepaper basket.

Cost

All elements of cost should be taken into account the relative cost both of installation and running the different systems of communication, should also be considered.

Expansion

The flexibility and scope for future expansion of the communication device to be adopted should be considered.

The effect of peak load periods

The selected communication means have the capacity to satisfy the peak loads.

Responsibility

It may be important that responsibility for receipt of communication is fixed by having it in writing with a copy 6 is retained.

12.3 PROCESS OF COMMUNICATION

According to Louis a Allen, communication is a four way process, It involves.

(i) Asking.
(ii) Telling.
(iii) Listening.
(iv) Understanding.

According to Ernest dale, communication is a four way process, It involves.

(i) A sender.
(ii) A receiver.
(iii) A message.
(iv) A motivation climate.

The communication process is composed of the following:

Perception

Assignment of meaning by an individual to the stimuli he receives from his environment

Encoding

Putting thoughts into communication symbols

Transmission

Conveyance of communication symbols to the communication symbols

Responding

Receiver translates idea in action

Responding

Receiver translates idea in action

Communication may be internal or external.

I. Internal Communication

Internal communication is the transmission of information within an organization. Internal communication is a lifeline of a business. It occurs between an employer and an employee.

It is communication among employees. Internal communication is the sharing of the information, knowledge, ideas, and beliefs between the members of the company.

Internal communication can be formal or informal. It depends upon the persons to which we are communicating. We use informal or not so formal language with our colleagues. The language used while communicating the head of the company is formal.

Effective Internal Communication

Effective internal communication must have the following.

- The open and clear reason for communication.
- Understanding the need of the audience.
- Consistent and regular communication.
- Clear, jargon-free, to the point, and brief language.
- Two-way communication.
- Good use of vocabulary.

Importance of Internal Communication

One can easily find the importance of internal communication. some of them are

- It increases productivity.
- Effective and responsive customer service.
- Easy attainment of goals.
- Reduce day-to-day conflict between team members.

- ❖ Enable fast response.
- ❖ Enable fast decision making.
- ❖ Helps in motivating the employees.

Common Internal Communication

- ❖ Group meetings.
- ❖ Company blogs.
- ❖ Employee training within an organization.
- ❖ Personal meetings.
- ❖ Telephonic conversation between employees.
- ❖ Inquiry of employee.
- ❖ E-mails within an organization.
- ❖ Staff communication.
- ❖ Company newsletter.

II. External Communication

External communication is the transmission of information between two organizations. It also occurs between a business and another person in the exterior to the company.

These persons can be clients, dealers, customers, government officials or authorities etc. A customer's feedback is also external communication. An organization invests a lot of time and money to improve their image through external communication.

Effective External Communication

One can easily find the importance of external communication. Some of them are

- ❖ Clear ideas, thoughts, and statement or the reason for communication.
- ❖ It must be two-way communication.
- ❖ Clear, error-free, formal, jargon-free, and easy language.
- ❖ Understanding the need of the audience.
- ❖ Proper choice of words for communication.

Importance of External Communication

- ❖ It presents a favorable image of an organization.
- ❖ It provides information about products and services to customers.
- ❖ Advertise the organization.
- ❖ Promote an organization
- ❖ Reduces the risks of mistakes.

Common External Communication

- ❖ Advertisement of an organization.
- ❖ Response to a customer.
- ❖ Press conference.

- ❖ Annual reports and letters.
- ❖ Print media.
- ❖ Face to face meeting of two organization heads.
- ❖ Tender documents.
- ❖ Brochures. Feedbacks.
- ❖ Questionnaire.

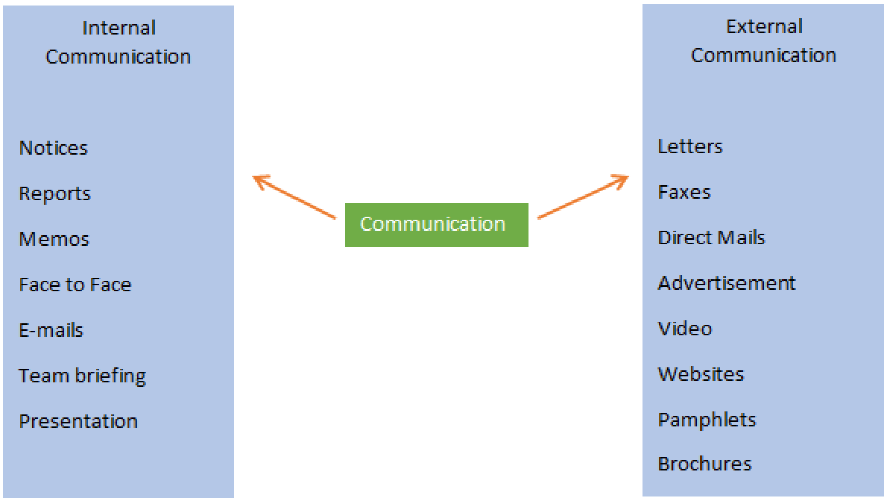


Fig.12.1. Communication

12.4 IMPORTANCE OF COMMUNICATION

Communication is a two way channel of transmitting ideas, plans, commands, reports and suggestions that influence attitudes towards an organization and its objectives. It is said that, 'the success of an organization depends on the adequacy of communication '. The importance of communication may be highlighted thus communication is broadly classified into two types.

(i) Internal communication

Importance of internal communication.

Communication and management control

An organization consists of people and network of decisions affecting them. Managing an organization is getting things done through others, a task which requires a manager to communicate with other people.

Communication and coordination

Since office function is a service function, to facilitate the performance of other function, it cannot be envisaged in isolation of them.

Communication and integration

Communication is vital to the function of integration. Effective communication results in better presentation of information and creates awareness among the workforce of their working conditions.

Communication and motivation

The office workers are to the motivated to work. The process of stimulating willingness to work among the workers is largely a process of communication

Communication and training.

In modern times, every organization realizes the importance of training. An increase in skill usually results in an increment in both quality and quantity of output.

(ii) External communication

Importance of external communication.

Communication and external environment

It is very essential for a business enterprise to keep in touch with external business environment as it influences its functioning and results great deal. A manager cannot decide wisely on whether to offer a new product line. If he has no knowledge of market potential, organizational changes involved and capital required etc.,

Communication and competition

Modern business is highly competitive in nature. Lots of information is gathered in the office to meet the challenge of competition.

Communication and public relation

Communication is a tool for building human relationships. Businessmen are aware that the ability to get along with people, to advance in their jobs and to sell their goods, depends on clear communication. Good communication is another name for good public relations.

12.5 BARRIERS TO COMMUNICATION

The process of communication has multiple barriers. The intended communique will often be disturbed and distorted leading to a condition of misunderstanding and failure of communication. The Barriers to effective communication could be of many types like linguistic, psychological, emotional, physical, and cultural etc. We will see all of these types in detail below

Linguistic Barriers

The language barrier is one of the main barriers that limit effective communication. Language is the most commonly employed tool of communication. The fact that each major region has its own language is one of the Barriers to effective communication. Sometimes even a thick dialect may render the communication ineffective.

As per some estimates, the dialects of every two regions changes within a few kilometers. Even in the same workplace, different employees will have different linguistic skills. As a result, the communication channels that span across the organization would be affected by this.

Psychological Barriers

There are various mental and psychological issues that may be barriers to effective communication. Some people have stage fear, speech disorders, phobia, depression etc. All of these conditions are very difficult to manage sometimes and will most certainly limit the ease of communication.

Emotional Barriers

The emotional IQ of a person determines the ease and comfort with which they can communicate. A person who is emotionally mature will be able to communicate effectively. On the other hand, people who let their emotions take over will face certain difficulties.

Physical Barriers to Communication

They are the most obvious barriers to effective communication. These barriers are mostly easily removable in principle at least. They include barriers like noise, closed doors, faulty equipment used for communication, closed cabins, etc. Sometimes, in a large office, the physical separation between various employees combined with faulty equipment may result in severe barriers to effective communication.

Cultural Barriers of Communication

As the world is getting more and more globalized, any large office may have people from several parts of the world. Different cultures have a different meaning for several basic values of society. Dressing, Religions or lack of them, food, drinks, pets, and the general behaviour will change drastically from one culture to another.

Hence it is a must that we must take these different cultures into account while communication. This is what we call being culturally appropriate. In many multinational companies, special courses are offered at the orientation stages that let people know about other cultures and how to be courteous and tolerant of others.

Organisational Structure Barriers

As we saw there are many methods of communication at an organizational level. Each of these methods has its own problems and constraints that may become barriers to effective communication. Most of these barriers arise because of misinformation or lack of appropriate transparency available to the employees.

Attitude Barriers

Certain people like to be left alone. They are the introverts or just people who are not very social. Others like to be social or sometimes extra clingy! Both these cases could become a barrier to communication. Some people have attitude issues, like huge ego and inconsiderate behaviours.

These employees can cause severe strains in the communication channels that they are present in. Certain personality traits like shyness, anger, social anxiety may be removable through courses and proper training. However, problems like egocentric behaviour and selfishness may not be correctable.

Perception Barriers

Different people perceive the same things differently. This is a fact which we must consider during the communication process. Knowledge of the perception levels of the audience is crucial to effective communication. All the messages or communique must be easy and clear. There shouldn’t be any room for a diversified interpretational set.

Physiological Barriers

Certain disorders or diseases or other limitations could also prevent effective communication between the various channels of an organization. The shrillness of voice, dyslexia, etc are some examples of physiological barriers to effective communication. However, these are not crucial because they can easily be compensated and removed.

Technological Barriers & Socio-religious Barriers

Other barriers include the technological barriers. The technology is developing fast and as a result, it becomes difficult to keep up with the newest developments. Hence sometimes the technological advance may become a barrier. In addition to this, the cost of technology is sometimes very high.

Most of the organizations will not be able to afford a decent tech for the purpose of communication. Hence, this becomes a very crucial barrier. Other barriers are socio-religious barriers. In a patriarchal society, a woman or a transgender may face many difficulties and barriers while communicating.

12.5.1. Selection of communication system

Office manager should be familiar with the various devices of communication and the different factors which should be considered before adopting a particular communication system. In order to get a good decision over the means of communication, the following factors may be considered:

Quickness/Speed

There are many types of transactions conducted during the business hours. One must speed up the transmission of message on the basis of importance and urgency of transaction. If the party is available in the transacted place, oral communication is enough. If the party is residing in the same city, telephonic message is good: if outside the city, message through Subscribers' Trunk Dialing (STD). If much distance is there, then telegram can also be sent. If the matter is not urgent, a mere letter will be sufficient.

Accuracy

If the accuracy of the message is the prime motive, a letter will serve the purpose Telephonic conversation might be misheard by the other party. Even telegrams, sometimes lead to wrong conclusion. Therefore, success can be reaped by a letter, provided the letter is properly written. Therefore, the communication medium which is selected should ensure accuracy in the transmission of messages.

Safety

There is always risk when valuables are sent by post. Therefore, for safety purposes, important documents may be sent by registered post; for further safety by registered and insured post.

Secrecy

In business field, certain transactions have to be kept confidential. When one aims at secrecy, letter will achieve the aim. In other communication systems, secrecy may leak out to unwanted persons.

Record

Record of the message is essential and is possible only if it is in writing. For this purpose, duplicate copies of the letters can be preserved and they are good proof against disputes, relating to the transaction, in future. There is no record for oral communication.

Cost

The cost of communication is also important. Before adopting any system, the expenses in different means may also be considered. The material cost (stationery) and labour cost in preparing the letter will also be considered

Distance

Distance between the persons who are parties to communication is an important factor. If distance is too short, face to face communication is suitable. If there is distance, message can be transmitted through phone or telegram or letter.

12.5.2. Modern communication devices

Getting in contact with people has never been easier with the long list of ways in which we can stay connected right at our finger tips. These devices can be used from just about anywhere at any time to get in touch with your audience. Here are the most common devices used for modern communication:

Smart Phone

The world saw the first handheld mobile phone back in 1973 but it wasn't until the early 1980's that they were more widely available. Motorola developed the first handheld device which weighed over a kilogram and was roughly the size of a brick. It also only offered 30 minutes talk time and took 10 hours to re-charge. Today, there are almost 2.5 billion smartphone users. These devices have a range of ways in which you can communicate such as text, voice call, video call and email.

They also enable you to gain access to the internet, as well as various other tools such as cameras, video recorders and a multitude of apps. Smartphone growth is still on the up with millions of devices being sold every year. With so many people with these handsets at their fingertips, it is no surprise that mobile search has now surpassed desktop.

Tablets

The first tablets began to appear in the 1980's but it wasn't really until the first iPad was released in 2010 that tablets really became mainstream. The iPad sold over 100 million units between 2010 and 2012 but Apple's market share dropped the following year due to the arrival of Android tablets. Tablets have a similar functionality to a smartphone but on a larger scale.

Laptop

A laptop is a portable computer that comes in a wide range of different sizes. These days, they pretty much have the same functionality as desktop computers but with the added bonus of being able to carry them around with you. Laptops enables you to use various communication tools (as long as you have internet access) such as social media, email and video chat (if it has a webcam).

Email

Although email is not brand new, there are definitely new and innovative ways of accessing this tool remotely and without the usage of a computer. Many PDAs and cell phone services offer access to email, with the capability of sending and receiving messages from the devices themselves. This technology can be extremely helpful for those who must stay in constant communication with family members, co-workers or other acquaintances without being bound to larger computers or laptops.

Virtual Assistants

Personal virtual assistant usage is growing at a rapid rate with Google having reported that their Google Home Assistant has quadrupled in active usage year-on-year since its release in 2016. Virtual assistants such as Google Assistant, Siri and Alexa are now multifunctional and can send text messages and emails as well as make phone calls through either your smartphone or smart speaker such as Amazon Echo or Google Home.

Social media

Social media has been around since the early days of the internet and it still dominates most of our lives. The long list of social networks continues to grow and each one is continuing to drive millions (and even billions) of users to their sites everyday which is why it is one of the most popular forms of communication. Social media may be all about brand awareness, but it is also a great channel for communication as it enables you to post open messages for everyone to see, as well as engage with users through comments. Whatever you use it for, it's a great first step for communication. Your messages aren't limited to your followers either, through the power of hashtags, shares, likes, retweets, hearts and other reaction your posts have no limit to the audience it can reach. We've all witnessed the power of posts going viral.

Social Media - Direct Message (DM)

Social media doesn't necessarily need to be completely public. Almost every social media channel offers a direct messaging option, some of those messaging services even have their own messaging app such as Facebook Messenger. Private messaging through social networks has the same intimacy as email but tends to be less formal. Businesses should only contact someone through Direct Message if the customer has reached out to them through that channel. However, certain direct messaging techniques are becoming a little more acceptable on some social networks such as Facebook. Facebook Messenger Bots are now seen as the norm and can help you to connect with your audience through Facebooks messaging service.

Instant Message

While some forms on Instant Message falls under social media like Facebook Messenger, there are a wide range of Instant Messaging platforms that aren't connected to social networks such as Google Hangouts and WhatsApp. IM is a great tool for quick informal chats or group chats.

SMS Text Messaging

We are all aware of the uses of text messaging. They are short, generally informal and are a good way to communicate small bits of information that can be received and replied to at the recipient's own leisure. These days we are almost always within arm's reach of a mobile device, so it isn't a surprise that more people are using their smartphones more than computers to search, research and communicate than ever before, making it the perfect platform to engage with your audience.

Email Marketing

The first mass email was sent back in 1978 and even back then it was highly successful. However, today it is one of the most underestimated marketing platforms around, despite being one of the most beneficial in terms of return on investment. Email marketing can be used for many different purposes, including to push products and services, spread news, raise brand awareness or to deliver a message to the masses. Over the years, most businesses would have accumulated a great deal of email address and in many cases, they would go to waste. With email marketing those email addresses will enable you to reconnect with old clients as well as connect with new potential clients.

Direct Email

Email is similar to direct messaging through social networks, but it is generally more formal. It is the most popular way of communicating between businesses with over 200 billion emails being sent every day.

Blogging

A blog is a conversational styled website that enables you to publish messages, news, knowledge or any other kind of information on the World Wide Web for everyone to see. Most blogs include a comments section in which you can engage with those likeminded people that are interested in your blog post. This is why it is a great platform for communication.

Voice Calling

Voice calling is even more personalised than the channels previously mentioned. The telephone or mobile phone instantly allows

both parties to hear the tones and emotions of the other caller and is one of the most commonly used communication tools.

Video chat enables both parties to see each other, allowing you to be able to read body language and facial expressions. This form of communication isn't as popular as the voice calling but it does have its advantages. With several video-calling apps available for free such as Apple's FaceTime, Facebook messenger, Skype and WhatsApp, video calls are definitely worth considering. Video Marketing Video has really taken off over the last few years with the help of social channels like YouTube, Facebook, Snapchat and Instagram. It also helps that it is easier than ever to record videos with smartphones and cameras always handily available. It's important that you get your message across in a variety of formats and video is one of the most popular ways in which you can do so as it significantly boosts engagement.

12.6 BENEFITS OF TECHNOLOGICAL ADVANCEMENT TO BUSINESS COMMUNICATION

Communication technology has changed the way the world conducts business. Cellular phones, webcams and the Internet are only a few of the many tools business regularly used that were unheard of a little more than a decade ago. The advent of this technology and its variety of benefits has made conducting business easier and more assessable to small business owners globally.

Financial Savings

Perhaps the biggest advantage of the improvement of technology in business communication is the financial savings it affords small businesses and global corporations alike. Tasks that once took large sums of money may now be completed with a touch of a button for pennies. This has allowed small businesses to better compete with larger organizations in the global market.

Before Voice of Internet Protocol, or VoIP, technology, placing a long distance telephone call was an expensive gesture. Current VoIP and cellular telephone technology, however, has made flat rates for local and long distance calls common place. The same can also be said for correspondence. Not long ago, the only way to send letters or documents from one location to another was to engage a postal or messenger service. The email, however, has eliminated the need to transport hard copies. Furthermore, many email services are free.

Expediency

Business communication technology has also increased the speed in which business is conducted. This is especially advantageous to companies that do business with customers and clients in far-away

locations. Instead of waiting days for documents to be received by a colleague in foreign country, business may now exchange files in a matter of seconds over the Internet.

The expediency provided by business communication technology is also beneficial in interpersonal communication. Previously, businesses would have to plan conferences for individuals who sit in separate locations to meet. Currently, parties can convene from their respective locations as a result of telephone and video conferencing technology.

Specialized Employment

An ancillary advantage of the continued improvement of technology in business communication is the many jobs that never before existed that have been created. Skilled professionals are required to install, operate and maintain new information technology tools. In 2008, the U.S. Bureau of Labor Statistics estimated that 1 million people were employed in the telecommunications industry, including those in wired and wireless communication

Check your Progress

1. What are the meaning of communication
2. What do mean by internal communication
3. List out any two reason for selection of communication
4. Define email

12.7 ANSWER TO CHECK YOUR PROGRESS QUESTIONS

1. It is the process passing information ideas and making one self-understood by others. Thus, in its simplest sense, communication is the conveying of information from one person to another.
2. Internal communication is the transmission of information within an organization. Internal communication is a lifeline of a business. It occurs between an employer and an employee.
3. **Quickness/Speed:** There are many types of transactions conducted during the business hours. One must speed up the transmission of message on the basis of importance and urgency of transaction. If the party is available in the transacted place, oral communication is enough. If the party is residing in the same city, telephonic message is good: if outside the city, message through Subscribers’ Trunk Dialing (STD). If much

distance is there, then telegram can also be sent. If the matter is not urgent, a mere letter will be sufficient.

Accuracy: If the accuracy of the message is the prime motive, a letter will serve the purpose Telephonic conversation might be misheard by the other party. Even telegrams, sometimes lead to wrong conclusion. Therefore, success can be reaped by a letter, provided the letter is properly written. Therefore, the communication medium which is selected should ensure accuracy in the transmission of messages.

4. Although email is not brand new, there are definitely new and innovative ways of accessing this tool remotely and without the usage of a computer. Many PDAs and cell phone services offer access to email, with the capability of sending and receiving messages from the devices themselves.

12.8 SUMMARY

In this unit, you have learnt about the communication loop, process, importance, communication procedures, barriers, benefits of technological advancement to business communication, selection of communication system, and modern communication devices of office.

12.9 KEY WORDS

- **Communication:** The fundamental functions of an office, and a process essential for all forms of business. It is the process of conveying information from one person to another through post, by telephone, by messenger service or by any other means.
- **Speed :**The time taken to transmit a message to its destination
- **Accuracy:** The communication medium which is selected should ensure accuracy in the transmission of messages.
- **Secrecy :** If it is desired that persons other than the intended recipient of the information, should not become aware of the information communicated, the medium that is selected should ensure secrecy;
- **Cost:** All elements of cost should be taken into account the relative cost both of installation and running the different systems of communication, should also be considered.
- **Expansion**: The flexibility and scope for future expansion of the communication device to be adopted should be considered.
- **Perception :** Assignment of meaning by an individual to the stimuli he receives from his environment

12.10 FURTHER READINGS

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NOTES

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5. **H.S.Levinn.** Office work and automation
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8. **J.C. Denyer.** Office Management.

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12.11 SELF-ASSESSMENT QUESTIONS AND EXERCISES

Short Questions

1. Define the communication
2. What do mean by internal communication
3. Define email
4. List out any two reason for selection of communication
5. What are the internal communication
6. What do you mean by external communication
7. What does smart phone through communication involve
8. Define social media
9. Write two points of importance of communication.
10. Name two administrative functions of an office.

Big Questions

1. Describe briefly the different types of communication services used in modern commercial establishment
2. What are the common barriers to communication? How do you overcome them?
3. What do you understand by intercommunication system?
4. Write note on principles of effective communication
5. What are the different kinds of intercommunication in the office

UNIT-XIII MAIL SERVICES IN AN OFFICE

Structure

13.1 INTRODUCTION

"Organizational distance, specialization and limitations of human comprehension force management to rely heavily upon reports inn communication information both upward and downward."

-Littlefield.C.L

Mail may be described as any written communication which passes through the messenger, courier or the post office. There is need of continuous contacts with the customers, suppliers, branches, departments, banks, financial institutions, government agencies, non-government organization, and the like. The type of communication is

varied on the basis of counterpart of communication. Therefore, every business office receives and sends out a large volume of correspondence on every day.

Mail may be described as the written communication that passes through the messenger service or the post office. Every business house maintains continuous contact with its customers, branches and departments, and government's agencies.

Business mail is of three distinct types.

(i) Incoming or inward mail.
(ii) Outgoing or outward mail.
(iii) Inter-department mail.

These three types of mail may be in the form letters, documents, packets, parcels, telegrams, orders, remittances etc.

13.1.1. Handling of mail service

The existing relationship of business office with outsiders is strengthened through efficient operation or handling of mail service. Thus handling of mail is an important supplement to other office operations, viz., making original records, typing and duplicating etc. The mailing service should be planned and organized properly to ensure prompt and correct handling of mail.

13.1.2. Benefits of mail service

In the modern globalized business world, mail service is an integral part of office work. Hence, adequate facilities should be provided for efficient and successful performance of mail service. An efficient mailing service offers the following benefits.

1. It ensures continuous contacts with outsiders.
2. A good impression is created in the minds of outsiders and thereby improves the goodwill of the business.
3. The interdepartmental co-operation is also improved with the help of efficient mail service.
4. It helps the business office in the creation of correspondence and record keeping of all the departments.
5. It helps to reduce the cost of the mailing service.

The new employee of business office gets training very easily and makes them familiar with the organizational set up, work routine, authority and responsibility, organization structure and the like of the firm.

13.1.3. Components of mail service

The mailing service should be planned and organized properly in order to ensure prompt and efficient handling of mailing service. The following elements are included in the efficient mailing service

1. Adequate facilities are provided for the mail service.
2. Creation and organization of mailing department correctly.
3. Arrangements made with post office.
4. Establishing inward and outward mail procedure.
5. Mechanization of mail service.
6. Supervision of mail service.

13.1.4. Arrangement with the post office

Small business often prefers to have their inward mail dropped into their letter boxes special arrangements by big business houses are.

(a) Post boxes

Post boxes are available on rent at certain major post offices. Any individual or firm may rent such a box from a post office, from which he or his messenger may collect his letters or parcels. Every post box is allocated a number, and any postal article bearing that number is placed into that post box.

Advantages

Post boxes offer the following advantages.

(i) Regular and early delivery of correspondence.

(ii) Correspondence may write only the post box number instead of detailed address of the addressee

(iii) The renter or his messenger may clear the post box as and when he desires to do so.

(b) Post bags

Under this arrangement, a bag and a lock and duplicate key are supplied by the renter to the post office. All postal articles addressed to his firm are placed by the postal authorities in that bag, which is delivered to the renter.

Advantages

This system offers the following advantages.

(i) It provides a safeguard against tampering with the letters between the post office and the firm's office.

(ii) This arrangement is particular suitable in mail order business, when a large volume of inward mail is received.

(iii) The renter may use such bags to dispatch unregistered outward mail to the post office.

13.2 INTERNAL AND EXTERNAL

The term "Mail" in the common parlance refers to written communication. It may be either received or sent out. A mail received is known as inward mail and a communication sent out is called as outward mail. As stated already, every business organization receives as well as sends a large number of mail every day.

George R. Terry rightly remarked that "it is doubtful that a modern office could exist without mail". The reason is obvious that every business house has to maintain close contact with the outside world. It should correspond to its customers, its own branches, departments, and various other institutions, government etc., the business firm grows; the volume of transactions will also grow.



Fig 13.1. Incoming Mail Handling Procedure

Receiving the Mail

Generally mails are received once or twice a day as delivered by the postman, when the volume of correspondence is large, a post box or post bag is hired in the post office, and an office peon is sent to collect the mail from the post office. Sometimes letters are received through the messengers of the offices. In the emerging scenario private courier services rendering very speed post service to the office.

Sorting the Mail

After the mail has been received in the mailing department, it should be sorted out before it is opened. It is easier to sort out sealed envelopes than different sized pieces of paper. Private letters of the employees may be sorted out at first than comparing to the business letters.

Business Letters should be sorted out into three groups:

a. Registered and unregistered letters or mail;

b. Sealed and unsealed envelopes; and

c. Confidential and urgent letters, private or personal, secret, and other official letters.

Sorting of letters means grouping of letters on definite order. Sorted mail makes the delivery of letters convenient and quick.

Opening the Mail

Letters may be opened by hand or by letter opening machines. A paper knife is mostly used in offices to split open envelopes etc. If the number of letters is very large, a letter opening machine may be used with advantage. In small organisation letters are opened by the officer or head clerk. The following guidelines may be followed for opening the mail.

a. The sorting and Opening of the mail should start atleast half an hour to one hour before the opening time of the office.

b. The office manager should see to it that the work in the office start immediately after the opening of the mail, otherwise the time and money spent on an early opening of the mail would be wasted.

c. The staff is incharge for opening the mail should be fully conversant with the method of sorting and opening the mail. If possible, a mailing manual should be used in this regard. d. After an envelope has been opened, it is necessary to remove the content from it. Empty envelopes should be fastened by a pin or clip or stapler.

Scrutiny of Contents

After the removal of the contents, it must be scrutinised to find out for whom and for which department, they are meant for. The sorting of letters has been done on a departmental basis at this stage. Before sending the mail to the concerned departments, the enclosures to the letters should be checked, compared and verified with the covering letter to find out whether they are in order or not. Occasionally, the enclosures may be a cheque, bank drafts, postal order or a valuable document. If any discrepancy or omission is found while scrutinising then the matter should be immediately brought to the notice of the mailroom supervisor. Letters in which certain previous references are given may be sent to the filing department from where the letters and the relevant files may be sent to the concerned department.

Stamping the Mail

After proper scrutiny is done, the date stamping of letter must be done. Sometimes the date and time of receipt would be stamped on the letter. For stamping of letters, a stamp is prepared which contains the serial number, the date of receipt and time of receipt if necessary. A references stamp is attached if the letters relate to numbers of departments. A design of specially design stamp is given below.

S.K. AKILA STATIONERY MART
NO ------------- DATE ---------------
RECEIVED ----------------------------
PACKED ------------------------------
REPLIED -----------------------------
FILED --------------------------------

Fig 13.2. Format of Stamp

Recording the Mail

After the stamping work, letters received are recorded in inward mail register or letters received book. Before recording of letters in the register, the contents are scrutinized properly so as to ensure the department to which it belongs.

The inward mail register contains

1. Serial number
2. Date of receipt
3. Senders name and address
4. Nature of contents
5. Subject of the letter in brief
6. Remarks and initials of the officer with date.

A specimen of an Inward mail Register is given below:

S.No	Date	Senders Name and Address	Subject	Contents	Department Referred	Date of reply	Initials
1.	2015 July 1	Black and Burn Co. Ltd., East Park Road, Calcutta	Order	Letter	Sales	July 5	✓
2.	2015 July 1	Sangeetha Co. Ltd., Mamal-lan Road, Kancheepu-ram.	Payment	Letter and Cheque	Account	July 7	✓

Fig 13.3. Inward Mail Register

Distributing the Mail

This is the last step in the inward mailing routine. In this stage letters are handed over to the concerned departments. The letters are distributed through messengers or sometimes with the help of mechanical devices like conveyor-belt or pneumatic tube.

Follow up Action

Follow up action is very important because it is concerned with keeping track of mail. This stage makes an enquiry whether the letter is replied or not.

13.2.1. Layout of the mail room

Many people spend a majority of their time at work and inside an office. The office environment is one important factor that can affect the employee's work productivity. An effective office layout provides employees with the space and tools they need to complete assigned tasks.

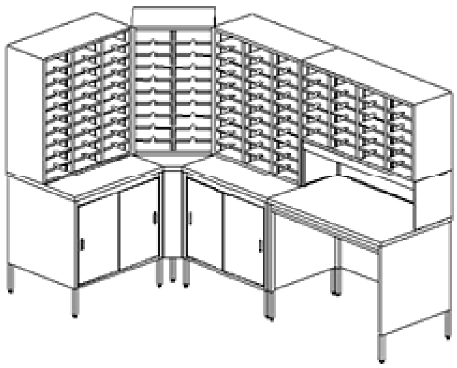


Fig 13.4 Design Software Layout sample

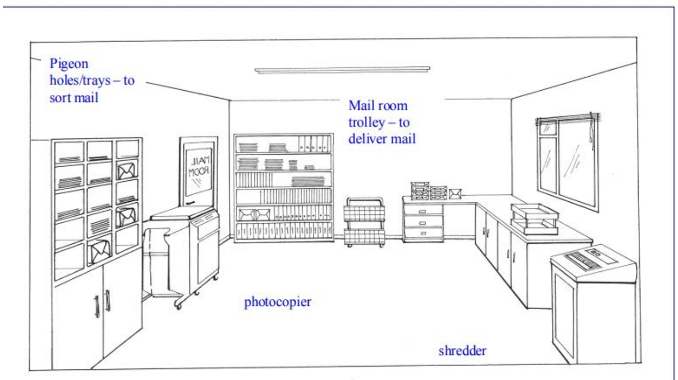


*Fig 13.5 **:** Incoming Mail area*

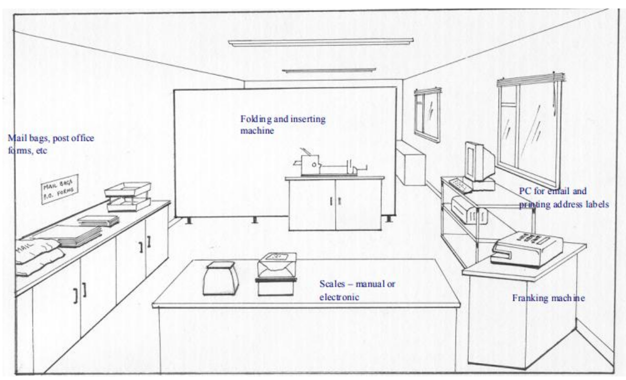


Fig 13.5 Outgoing Mail area

13.3 SORTING OF MAIL

Mail sorting stations are an important aspect of a business' system of organization. Whether a business has a few employees or many, the proper handling of mail and other deliveries ensures that business is conducted professionally and efficiently. A mail sorting station saves time and instills confidence that important communications are being handled appropriately. Whether your business uses a simple arrangement of baskets and trays or a custom work station assembled using the best equipment for mail sorting station needs several components.

1. Choose a location for the mail sorting station. Depending on your needs, this might be a wall, corner or an entire room. If your business dedicates a room for mail sorting, one wall or section can be used for other mail operations. For example, you might need a large sorting area and less room for distribution.
2. Place a large desk or table against the wall. The table should be wide enough to hold a mail distribution structure and leave sufficient work space for sorting. Use a separate large sorting table if necessary to accommodate large volumes of mail or mail that requires several sorting stages.
3. Create or purchase the components of your mail distribution slots. You may choose to use stacked plastic trays, purchase a mail slot system or have one custom built. Many companies use a simple wood structure with enough mail slots to cover the many recipients.
4. Place a garbage can and a small wheeled office chair at the sorting station. Add recycling bins if desired, and place supplies and materials on the work table. Include a stapler, staple remover, paper clips and clamps, pens and pencils, tape, envelopes, adhesive notepads and containers to hold the supplies.
5. Attach adhesive label holders to the front edge of each mail slot. The label holders allow for easy replacement of paper labels for staff members and departments.
6. Insert labels for each employee and for departments or units that receive a lot of mail. For instance, accounts payable or human resources departments often receive a lot of confidential mail. A mail-order company might receive lots of customer orders.
7. Label slots or bins for outgoing mail, mail which employees return as incorrectly distributed and incoming mail. Include other slots to suit the company's needs.
8. Assign an employee to sort mail and manage the sorting stations. The employee, who is an important part of the system, performs the duties, such as sorting and distributing incoming

mail, checking the station throughout the day, changing slot labels when necessary and handling special mail situations.

9. Establish rules for the mail sorting station and procedures for sorting and distributing mail, if necessary. Some companies have rules for interoffice mail, when staff should pick up their mail and receipt of personal mail. The company might require mail sorters to separate special mail, such as orders or payments, and deliver them to the proper person.

13.3.1. Things needed sorting of mail

- Desk or table
- Mail slots
- Bins or baskets
- Garbage can
- Office chair
- Office supplies
- Adhesive label holders
- Labels and
- paper or adhesive

13.3.2. Mail room equipment & communication system

The mail room staff is always busy in repetitive duties concerning the inward and outward mail. In large organisations, the volume of mail is also large. So its handling becomes difficult and time consuming. It also causes monotony and boredom. Use of various mechanical devices helps to reduce monotony and increase the efficiency of mailing operations

Equipment and machines in mail room provide the following benefits:-

i) Increases the speed of operations
ii) Saves time and improves efficiency and accuracy.
iii) Eliminates wastage
iv) Simplifies fixing of postage
v) Avoids misuse of postage stamps
vi) Speeds up the delivery of letters.

The following types of equipment and machines are used in the mail room:

Letter Opener

Letters may be opened by hand or by the letter opening machine. The machine is used when the number of mail received is very large. It operates manually or electrically at a great speed. It can open 100 to 500 letters per minute. It has a rotary knife which shaves off a very thin slice of the edge of envelopes. It does not damage the contents of the envelope.

Folding Machine

A machine of this type is of great service when letters are sent in large numbers. This machine is capable of folding papers to the size required for insertion in the envelopes. A folding machine can fold 5,000 to 20,000 sheets per hour. It is possible to fold, insert and make letters ready for mailing with this machine. The machine is to be adjusted as per the needs of folding.

Sealing Machine

This machine is used to automatically moisten the flaps of envelopes and seal them properly. The machine is very useful in those offices where a large number of envelopes have to be sealed every day. Certain machines are designed to seal with wax. Another type of machine is available in which a strip is pasted on the flap. Hand operated sealing machines can seal about 150 envelopes a minute while electrically operated ones can operate at a speed of 25000 envelops an hour.

Mailing Scale

In big business organisations large quantity of mail is sent every day. Postal stamps on mail are to be affixed as per postal rates which are prescribed according to weight. The Mailing Scale is used to weigh so that correct postage stamps can be affixed on them.

Numbering, Dating and Time Recording Machines

After opening the mail, letters are stamped with time and date of receipt. A serial number is given for numerical reference. An automatic numbering machine is popular for stamping serial numbers of letters received. The serial numbers automatically change in this machine. Dating machine is used for stamping date on mail. Four rubber rings with the impression of date, month and year rotate on wheels. Self-inking stamp pad is used for inking the impression. Time recording machine is used for recording the accurate time of arrival of letters. Assistants enter the opened letter into the machine and it prints the correct time on it accurately.

Addressing Machine

This machine is used to print addresses on envelopes, wrappers, parcels etc. to be sent frequently to a large number of regular customers. In Addressograph machine inked ribbon is used to print the addresses from plates. List of addresses once prepared can be repeatedly used any number of times. The address plates are stacked on a hopper fitted to the machine. The required plates are

automatically selected and fed into the machine. These machines may be operated manually or electrically.

Franking Machine

This machine is used to make impressions of the required denomination of postage stamps on the outbound letters and envelopes. It is very popular in large offices where thousands of letters have to be stamped every day. The Franking Machine can be hired under a license from the Post-Office. Rent is charged for use of the machine. The letter to be stamped is inserted in the machine and a handle is operated. The machine marks the letter with the required denomination of the postage stamp. It stops when the total value of the the postage is used up. It can be again re-set by the Post Office on further payment.

The **benefits** are:

(1) It avoids errors in stamping,

(2) Eliminates wastage of stamps,

(3) Simplifies the counting of stamps,

(4) Avoids risk of misappropriation of postal stamps and

(5) There is no need to go to Post Office every time.

The **limitations** are:

(1) It can be misused for private mail;

(2) Franked letters cannot be posted but have to be handed over at the Post Office;

(3) There is no proof of posting the letters;

(4) Errors in franking cannot be rectified.

Teleprinter

Teleprinters are machines which have typewriter-like keyboard and are connected to a control exchange through dialling. This service is also known as TELEX which provides a means of printed communication. Teleprinters are installed by the Telecommunication Department on request on rental basis. It consists of two machines to be places at two ends for transmission and reception of messages. They operate on electromagnetic principles. Any message typed on one machine is simultaneously typed at the receiving end by an automatic process. Each Telex subscriber is given a number. This device works at a very high speed.

The main **advantages** are:

(1) The system is less costly and easy to operate;

(2) It is very useful for news agencies;

(3) It can be used between departments and branches of big organisations;

(4) An ordinary typist can send messages with a little training.

Fax

The FAX service enables instant transmission of the facsimile of an entire document. It can send handwritten and printed matter as well as pictures; charts and diagrams to different locations within or outside the country.

The **advantage** of this service over TELEX is that it sends messages without the need for typing. This service is permitted on existing telephone lines on a dial-up basis. The FAX machine is to be procured and owned by the user and should be attached to the telephone lines.

Electronic Mail (E-mail)

This machine provides a system of mail without using the postal services. It is a new device for transmitting text or data directly from a computer or word processor. It is an international electronic communications network specially designed for use with automated text processing machines. It is known as TELEX. It is fifty times faster than telex or teleprinter. TELETEX can also be linked with telex so that the user can communicate with every terminal on the international telex network.

Internal and External Uses of Telephone

Now-a-days it is impossible to imagine the office without a telephone. It is the most convenient means of oral communication. It is widely used for internal as well as external communication. Telephone calls are classified according to distance and area as local calls, trunk calls and overseas calls. The following types of internal and external services are available to telephone users:

(a) Direct Link

Under this system there is one telephone apparatus with a definite number. It is used as a means of external communication. As and when the specific number is dialled, the bell rings at the receiving end and communication can start with the lifting of the receiver.

(b) Direct Link with Extension

A telephone connection with one to three extensions can be provided by P & T Department. Both the main connection and extensions can be used for internal as well as external communication.

(c) Private Branch Exchange (PBX) System

Under this system the internal telephone extensions are brought together on a private switchboard. An operator helps in providing connection to various callers. All the internal and external calls are handled by the operator. This system has been quite popular in big organisations.

(d) Private Automatic Branch Exchange (PABX) System

Under this system there is no need for telephone operators because the system is automatic. The internal communication from one extension is possible by dialling the relevant internal phone number. However, external communications are sent through operator or by dialling a particular number say 'zero' . Upto 50 lines can be provided under this system.

(e) Electronic Private Automatic Branch Exchange (EPABX)

It is an improvement over PABX by making it an electronic device for automatic telephone connections. Programming of telephone connections is possible. If the person called is not available in his seat, the connection will automatically shift to other extension as per the programme.

(f) Intercom

It is an automatic system of office intercommunications. It does not require an exchange. Multicore cable is used throughout the installation so that each telephone can be connected direct to every other. Under this system the message cannot be kept a secret. A third party can listen to the conversation in progress.

(g) Local calls

The calls which are made within the local limits of a telephone system are called local calls. Local calls upto a certain limit are free and beyond that number of calls they are charged.

(h) Subscriber's Trunk Dialling (STD) calls

STD services for outstation calls is now available mostly in all cities. Telephone subscribers with STD facility can directly dial any number in other cities. Every city is allotted a code number and dialling of the code number connects the city and after that the particular telephone number is to be dialled. The charge for STD calls vary according to duration of talk and distance.

(i) International Subscriber's Trunk Dialling (ISTD) calls

On the pattern of STD calls, the telephonic talk with other countries is also possible through ISTD. All countries and cities have been allotted specific code numbers for that purpose.

(j) Demand Calls

In out-of-town calls to any place the telephone number is conveyed to the telephone operator in exchange for demanding calls. The operator connects with the number as and when the line is free.

(k) Trunk Calls

Trunk calls can be made through the Telephone Exchange for contacting people outside the local limits. On request the operator connects the number required. Now-a-days these are subsituted by STD calls. Trunk calls may be ordinary calls, lighting calls, urgent calls, priority calls etc.

13.4 OFFICE MANAGEMENT COST CONTROL

Cost control can be defined as the control of all items of expenditure by frequent and regular comparisons of actual expenditure with predetermined standard of budg-ets, so that undesirable trends away from standard can be detected and corrected at an early stage.

Cost control therefore involves the following steps:

1. Determination of cost standard for each item or element.
2. Finding out the variation in cost from the standard set.
3. Taking the corrective steps to ensure that actual costs are the same as the standard cost in the future.

Every aspect of office management deals directly or indirectly with cost control. However, effective management of the operation of the office needs a planned programme of cost control. Such a programme includes determination of unit cost for all possible aspects of office operation.

It tries to determine how much each unit of op-eration costs and how much each should cost. It identifies the different units of opera-tion so that these costs can be charged to the production functions that actually use these specific offices serving rather than to the overheads.

13.4.1. Problem of office cost control

Cost control in the office is a baffling proposition although it is so essential. Cost data of office operation is necessary to fix up the prices of the company's product and to analyse the company's product line to determine when the products are not beneficial to the general operation.

Office cost control poses a number of problems, most important of which are:

Problems of Variety and Quality of Office Cost

Office has a great variety of activities and thus it is not easy to establish rigid classifications and unit cost. These activities are composed of many factors, some of which are un-important. Many people in the office work at different levels of responsibility. These details and variations makes costing a very complex problem because it cannot be done on the basis of specifically identifiable unit of office operation.

Problems of Practicability of the System

Although a detailed office cost system is possible, it is a great problem to deter-mine whether the system is practical. A fact to be remembered is that cost analysis in the office is a big problem since office costs are small items and a detailed analysis is often more expensive than the savings realised, and, hence, it is not practicable.

Problems of the Operation to be Costed Etc.

Since costs can be obtained on all kinds of office operation, it is difficult to decide as to which operation should be accountable. What should be the level of accuracy? The decision depends upon the cost of the analysis, possible economies due to analy-sis, and the use of the data.

Implementation of Office Cost Control

In order to implement cost control in the office, the following points are to be noted:

Classification of Costs

Office costs are obtained from the payroll records, labour records, purchase and sales invoices and accounting and other records. In some of the leading countries like UK, France, Germany and USA, the com-monly used classification is:

a. Salaries, benefits and expense accounts of office employees and supervisors 60%-70%
b. Materials like supplies, stationeries, postage, telephones, telegrams, telex and massager service 15%-20%
c. Overheads such as maintenance and amortization of office machine, appliance, lighting, taxes, insurance 15%-20%

In the Indian context or, for that matter, in the context of any developing country, these percentages have to be changed to suit the conditions in which the enterprises operate. These percentages should be determined on the basis of past record. In the case of most of the Indian enterprises the percentage of salary, wages, benefits is bound to cover 50% to 60%.

Office cost can be further divided into typical cost accounting system and classifi-cation, which is:

Direct Material

It is a part of the office product, i.e., forms, letter-heads and postage.

Indirect Materials

Which is not part of the office product but which is necessary to do the work e.g. eraser, pencil, rubber, stamps, typewriter ribbon etc.

Direct Labour

Which is applied to the office product by typist, clerks, stenographers and the machine operators.

Indirect Labour

Which is not directly applied to the office product e.g. the work done by the main-tenance staff or the OM department.

Overheads

It is not applicable specifically to any part of the office product and services e.g. light, heat, rent and taxes, telephone, supervisor etc.

13.5 OFFICE REPORTS

Report is a message presented before the management after making detailed inquiry or investigation with or without opinions or recommendations.

In other words, report conveys the information which are used to find the fact or to assist in decision making or solving any business problems. Generally, report is prepared and presented according to the needs of the top management.

The word "Report" is derived from the Latin word of "reportare" which means carry back. Re means back and portare means to carry. Therefore, a report is a description of an event carried back to someone who was not present on the scene.

A report is an organized statement of facts relating to a particular subject prepared by reporter(s) after making independent inquiry or investigation with or without opinions or recommendations.

Definition of report

M.C.Shukla and S.S.Gulshan, "A report is any written or oral communication in which according to the nature and purpose of the report, the reporter presents a collection of facts or a number of alternative propositions, states his conclusions and (if called upon to do so) submits his recommendations".

Rohini Aggarawal, "A report is an orderly and objective presentation of information that helps in decision making and problem solving".

C.A.Brown, "A report is a communication from someone who has some information to someone who wants to use this information".

13.5.1. Importance of reports

Importance of reports in organisational life and for general administration is very great. Decisions are very often taken on many controversial and problematic issues based upon some reports. Members of an organisation or a committee or a depart-ment, etc., can know many relevant and material facts about the organisation or committee or group itself or of other organisations, committees or groups through reports thereon. General administra-tion is guided very much by different kinds of internal and external reports.

Sometimes reports have to be prepared, submitted, and cir-culated statutorily. For example, annual reports of a company. A report has a documentation value. It is a source of reference, evidence, and history. The secretary of an organisation or a committee or a sub-committee, etc. has great responsibility in connection with reports because he has to prepare them.

13.5.2. Characteristics of a report

Precise

The reporter should be very clear in drafting a report. If so, he/she may present the report very precisely with coherence and makes it a valuable document.

Accuracy

The construction of sentences brings accuracy of the disclosed information. Besides, there is no ambiguous in understanding. Spelling mistake irritates the reader. Faulty punctuation may mislead the meaning.

Only Facts

The management is going to take a decision on the basis of the factual information available in the report. Inaccurate facts may lead to faulty decisions.

No Grammar Mistake

All the rules relating to grammar should be followed while drafting a report. The quality and validity of the report is affected due to grammar mistake.

Relevance

Only relevant information must be included in the report. Irrelevant information should not be included in the report. If relevant information is not included, the report is incomplete. If irrelevant information is included the readers are confused.

Simple Language

Simple sentences can be used for drafting a report. Lengthy sentences should be avoided. A report should be understood by an ordinary layman.

Unambiguous Language

The report should be free from ornamental language. Unknown words, unfamiliar words and double meaning words should not be used while drafting a report. Idioms and Phrases may be used if required for proper understanding of the subject.

Reader Orientation

It is necessary to keep in mind the person(s) who is (are) going to read the report. There must be an attraction in the report while reading the same.

Arrangement of Matters

The subject matter of the report should be symmetrically arranged. If so, the readers can understand the report in the right direction.

Clarity

Clarity depends on proper arrangement of facts. The report can be presented in the order of introduction about the preparation of the report, objectives of report, sources of data, methodology used for collecting the data, findings and finally recommendations. These are presented in the form of short paragraphs with suitable main headings and sub-headings to achieve greater clarity.

13.5.3. Kinds of reports

Long Report and Short Reports

These kinds of reports are quite clear, as the name suggests. A two-page report or sometimes referred to as a memorandum is short, and a thirty-page report is absolutely long. But what makes a clear division of short reports or long reports? Well, usually, notice that longer reports are generally written in a formal manner.

Internal and External Reports

As the name suggests, an internal report stays within a certain organization or group of people. In the case of office settings, internal

reports are for within the organization. We prepare external reports, such as a news report in the newspaper about an incident or the annual reports of companies for distribution outside the organization. We call these as public reports.

Vertical and Lateral Reports

This is about the hierarchy of the reports' ultimate target. If the report is for your management or for your mentees, it's a vertical report. Wherever a direction of upwards or downwards comes into motion, we call it a vertical report. Lateral reports, on the other hand, assist in coordination in the organization. A report travelling between units of the same organization level (for example, a report among the administration and finance departments) is lateral.

Periodic Reports

Periodic reports are sent out on regularly pre-scheduled dates. In most cases, their direction is upward and serves as management control. Some, like annual reports, is not vertical but is a Government mandate to be periodic in nature.

That is why we have annual or quarterly or half-yearly reports. If they are this frequent, it only makes sense to pre-set the structure of these reports and just fill in the data every period. That's exactly what happens in most cases too.

Furthermore,

Formal and Informal Reports

Formal reports are meticulously structured. They focus on objectivity and organization, contain deeper detail, and the writer must write them in a style that eliminates factors like personal pronouns.

Informal reports are usually short messages with free-flowing, casual use of language. We generally describe the internal report/memorandum as an informal report. For example, a report among your peers, or a report for your small group of team, etc.

Informational and Analytical Reports

Informational reports (attendance reports, annual budget reports, monthly financial reports, and such) carry objective information from one area of an organization to maybe a larger system.

Analytical reports (scientific research, feasibility reports, and employee appraisals) show attempts to solve actual problems. These analytical reports usually require suggestions at the end.

Proposal Reports

These kinds of reports are like an extension to the analytical/problem-solving reports. A proposal is a document one prepares to describe how one organization can provide a solution to a problem they are facing.

There's usually always a need to prepare a report in a business set-up. The end goal is usually very solution-oriented. We call such kinds of reports as proposal reports.

Functional Reports

These kinds of reports include marketing reports, financial reports, accounting reports, and a spectrum of other reports that provide a function specifically. By and large, we can include almost all reports in most of these categories. Furthermore, we can include a single report in several kinds of reports.

Now, as we have progressed from knowing what report writing is and then the kinds of reports. So, let's see step-by-step how one actually writes a report.

Check your Progress

1. Define mail service
2. What do you mean by post bag
3. What do you mean by FAX
4. What do you mean by office report

13.6 ANSWER TO CHECK YOUR PROGRESS QUESTIONS

1. Mail may be described as any written communication which passes through the messenger, courier or the post office.
2. Under this arrangement, a bag and a lock and duplicate key are supplied by the renter to the post office. All postal articles addressed to his firm are placed by the postal authorities in that bag, which is delivered to the renter.
3. The FAX service enables instant transmission of the facsimile of an entire document. It can send handwritten and printed matter as well as pictures; charts and diagrams to different locations within or outside the country.
4. Report is a message presented before the management after making detailed inquiry or investigation with or without opinions or recommendations

13.7 SUMMARY

In this unit, you have learnt about the handling, benefits, components, arrangement, internal and external of mail services, sorting, room equipment& communication system, office management cost control, problems, office reports importance, characteristics, and kinds of office reports.

13.8 KEY WORDS

- **Mail :**Any written communication which passes through the messenger, courier or the post office
- **Post boxes:** Any individual or firm may rent such a box from a post office, from which he or his messenger may collect his letters or parcels.
- **Mail sorting** : A business has a few employees or many, the proper handling of mail and other deliveries ensures that business is conducted professionally and efficiently
- **Teleprinters** :Keyboard and are connected to a control exchange through dialing
- **Report** A message presented before the management after making detailed inquiry or investigation with or without opinions or recommendations

13.9 FURTHER READINGS

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8. **G.Mills and O Stanndinngford.** Office organization and methods

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13.10 SELF-ASSESSMENT QUESTIONS AND EXERCISES

Short Questions

1. Write short note on office report
2. What do you mean by mail
3. What are the benefits if efficient mailing
4. What are the various stages of mail handling process
5. How will you produce letters
6. Write note on inward mail
7. Write short note on Informal Reports

Big Questions

1. How will you establish mail routines?
2. Describe the handling of incoming mail
3. How will you determine the layout of the mail room?
4. How will you handle mails?
5. Describe the method of handling outgoing mails
6. How will you organize the mailing department
7. Describe briefly the mail handling process
8. What is an office report? State the principles of report preparation
9. What forms a good report? What are its different types? Describe briefly special reports?

UNIT-XIV MECHANIZATION AND OFFICE AUTOMATION

Structure

14.1 INTRODUCTION

Office automation refers to the integration of office functions usually related to managing information. There are many tools used to automate office functions and the spread of electronic processors inside computers as well as inside copiers and printers is at the center of most recent advances in office automation. Raw data storage, electronic data transfer, and the management of electronic business information comprise the basic activities of an office automation system.

The modern history of office automation began with the typewriter and the copy machine, which mechanized previously manual tasks. Today, however, office automation is increasingly understood as a term that refers not just to the mechanization of tasks but to the conversion of information to electronic form as well. The advent of the personal computer revolutionized office automation, and

today, popular operating systems and user interfaces dominate office computer systems. This revolution has been so complete, and has infiltrated so many areas of business, that almost all businesses use at least one commercial computer business application in the course of daily activity. Even the smallest companies commonly utilize computer technology to maintain financial records, inventory information, payroll records, and other pertinent business information.

14.1.1. The basics of office automation

Generally, there are three basic activities of an office automation system: storage of information, data exchange, and data management. Within each broad application area, hardware and software combine to fulfill basic functions.

Information Storage

The first area within office automation is information storage which is usually considered to include office records and other primary office forms and documents. Data applications involve the capture and editing of files, images, or spreadsheets. Word processing and desktop presentation packages accommodate raw textual and graphical data, while spreadsheet applications provide users with the capacity to engage in the easy manipulation and output of numbers. Image applications allow the capture and editing of visual images.

Text handling software and systems cover the whole field of word processing and desktop publishing. Word processing, the most basic and common office automation activity, is the inputting and manipulation of text on a computer. Today's commercial word processing applications provide users with a sophisticated set of commands to format, edit, and print text documents. One of the more popular features of word processing packages is its preformatted document templates. Templates automatically set up such things as font size, paragraph styles, headers and footers, and page numbers so that the user does not have to reset document characteristics every time he or she creates a new record.

Desktop publishing adds another dimension to text manipulation. By combining the features of a word processor with advanced page design and layout features, desktop publishing packages have emerged as valuable tools in the creation of newsletters, brochures, and other documents that combine text and photographs, charts, drawings and other graphic images.

Image handling software and systems are another facet of office automation. Examples of visual information include pictures of documents, photographs, and graphics such as tables and charts. These images are converted into digital files, which cannot be edited the same way that text files can. In a word processor or desktop publishing application, each word or character is treated individually. In an imaging system, the entire picture or document is treated as one whole object. One of the most popular uses of computerized images is in

corporate presentations or speeches. Presentation software packages simplify the creation of multimedia presentations that use computer video, images, sound, and text in an integrated information package.

Spreadsheet programs allow the manipulation of numeric data. Early popular spreadsheet programs such as VisiCalc and Lotus 123 greatly simplified common business financial recordkeeping. Particularly useful among the many spreadsheet options is the ability to use variables in pro-forma statements. The pro-forma option allows the user to change a variable and have a complex formula automatically recalculated based on the new numbers. Many businesses use spreadsheets for financial management, financial projection, and accounting.

Data Exchange

While data storage and manipulation is one component of an office automation system, the exchange of that information is another equally important component. Electronic transfer is a general application area that highlights the exchange of information among multiple users. Electronic mail, voice mail, and facsimile are examples of electronic transfer applications. Systems that allow instantaneous or "real time" transfer of information (i.e., online conversations via computer or audio exchange with video capture) are considered electronic sharing systems. Electronic sharing software illustrates the collaborative nature of many office automation systems.

Office automation systems that include the ability to electronically share information between more than one user simultaneously are sometimes referred to as groupware systems. One type of groupware is an electronic meeting system. Electronic meeting systems allow geographically dispersed participants to exchange information in real time. Participants in such electronic meetings may be within the same office or building, or thousands of miles apart. Long-distance electronic sharing systems usually use a telephone line connection to transfer data, while sharing in the same often involves just a local area network of computers (no outside phone line is needed). The functional effectiveness of such electronic sharing systems has been one factor in the growth of telecommuting as an option for workers. Telecommuters work at home, maintaining their ties to the office via computer.

Other traditional office machines continue to undergo changes that improve their data exchange capacities as well. Digital copiers, for example, are increasingly multifunctional (with copying, printing, faxing, and scanning capabilities) and connectable to computer networks. Laptops, Personal Digital Assistants (PDAs), and Blackberries (wireless cell phone and PDA units) use wireless data transfer technologies to provide users with almost instant access to information stored on a company's computer networks and servers from just about anywhere within reach of a cell phone tower or

wireless Internet transmitter. That means just about anywhere within an urban area of the United States these days.

Data Management

Office automation systems are also often used to track both short-term and long-term data in the realms of financial plans, workforce allocation plans, marketing expenditures, inventory purchases, and other aspects of business. Task management or scheduling systems monitor and control various projects and activities within the office. Electronic management systems monitor and control office activities and tasks through timelines, resource equations, and electronic scheduling.

14.2 OFFICE MACHINES AND EQUIPMENTS

Use of machines has become an important part of the functioning of a modem office organization. They are also called as labour saving devices. There are a large number of office machines, which can be used for different operations in the office. Novel machines are found out due to the development of technology and science and they are introduced in modem offices at a faster rate. Computer era has now started.

With every business house realising the need and necessity for efficiency and productivity in today’s competitive market, computers have a very bright future. A wide range of related and refined office machines and equipments are available in the market. The task of selecting the best machines and equipments is the responsibility of the office manager. He should select the right type of machines and proper equipments. Since such machines are very costly, they are considered as long-term investments. Hence, due care should be taken by the Manager in selecting the machines otherwise the business firm should bear the loss due to his faulty selection.

Leffingwell says, “Most offices now have more machines than they actually need. It is, however, very doubtful if every office has the right kind of machine in the right place”.

This being the case, the office manager should exercise due care to avoid such unjustifiable losses to the firm, which pays his salary.

14.2.1. Advantages or objectives of using machines

Mechanisation or introduction of machinery has certain well-defined objectives. They are also considered as its possible advantages. They are the following:

Savings in Labour

This is the main reason for installing many machines in an office. If a machine saves labour, it is possible to turn out more work in a given time than before the machine was used. Savings in labour results in a reduction in pay roll expenditure. In simple words, a machine should be capable of avoiding the salary expenses payable to five or six clerical staff.

Savings in Time

Savings in time is another major advantage of mechanisation. The use of machine is invaluable for jobs, which have to be completed within a specified time. Examples are preparation of wage sheets, dividend warrants etc. The value of some machines, in fact lies in that feature alone.

Promotion of Accuracy

Mechanisation ensures accuracy. The machines give a mechanical accuracy and save much labour time in checking back as well as the possible annoyances caused by errors. However, human error in operating the machines can still create problems. As such the men operating the machines should not commit any mistake.

Minimising the Chances for Fraud

Sometimes, machines are installed though they do not save labour or time, but due to their intrinsic value in minimising the opportunity for fraud. A good example of such a machine is the cheque-writing machine. It is used in offices even when the number of cheques to be issued is quite small.

Avoidance of Monotony

Some kind of work is so monotonous as to constitute drudgery. In those cases, office machines have special value in helping to eliminate distasteful work These machines will relieve the employees from monotony and boost up their morale. Such machines will provide considerable satisfaction to them

Provision of Service at the whole Organisation

Very often mechanisation shall be considered as economically viable because the services of a single machine are made available to the organisation as a whole rather than to a single department.

Services beyond Human Capacity

Some large machines perform two or more operations simultaneously. For instance, large accounting machines write figures, add them up at the same time and then move the paper ready for the next. In addition, by the use of carbon papers, several documents can be written, with identical information at one posting. This, of course, may be done manually but machines create as many twenty copies of a document simultaneously. Analysis can be obtained at the time of entering in ledger accounts. These things are in fact beyond human capabilities.

Efficiency in Performance

From the management point of view, greater control is possible and more information in a condensed form will be made available to them as quickly as possible. Hence, it can take prompt decisions. Prompt decisions are essential to meet the business challenges of the present day. All these factors will ensure greater success to the company in achieving its cherished goals.

Uniformity of Office Records

The records of the office will become uniform with the use of machines and give a better appearance. Moreover, mechanisation facilitates standardisation of office routines and procedures and therefore a better co-ordination of work.

14.2.2. Disadvantages of machines

The use of machines, of course, offers many advantages, yet it suffers from a number of drawbacks. Most of the drawbacks are concerned with their use rather than the machines themselves.

Huge Investments

Most of the modern machines are very costly. Moreover, all machines have no enough workload even in very big offices to make them a worthwhile investment. Some machines require specially trained operators. All these factors make mechanisation a costly affair. Even financially sound concerns are still hesitating to install sophisticated machines due to this handicap.

Lesser Flexibility of Office Systems

Machines make it necessary to mechanise the office systems and thus the systems shall become less flexible. Particularly when the office work requires a high degree of skill and the making of many decisions out of the routine, then the human labour is generally better than a machine

Chances for Obsolescence

The obsolescence factor of office machine is very high because of the rapid changes that are constantly being made.

Uneconomical

There should be enough workload to make optimum use of the machines. If the machines are not used to their fullest capacity, they become uneconomical. Idle machines mean idle capital.

Specialized Staff

Some machines require trained and experienced operators. But those people cannot perform other works in the office. Moreover, they cannot perform the work which needs great intelligence. For instance, even when an accounting machine is installed in an office an accountant is still required. Moreover, the absence of one operator causes accumulation of work so that two operators are to be employed, even though one man is sufficient. This factor causes further strain on the financial resources of the company.

Dominance of Machine

Unless great care is taken, the machine will become more important than the work it produces. The machine gives more information than actually needed by the office manager. In fact, much of the information is never used by anybody.

Breakdown of Machine

Some machines may breakdown frequently due to faulty operations. Particularly when specialized staff is not employed to operate machines, breakdown of machinery shall be frequent causing undue hardship and accumulation of work.

Problem of Training Office Workers

Whenever mechanisation programme is undertaken, the existing staff should be trained to operate the machine. Otherwise, extra workers should be appointed. This will enhance the office overheads. Moreover, when sophisticated machines are installed, the training may be long and costly.

Recurring Expenses

It is already stated that the company should incur heavy expenditure while installing the machine. Besides, additional expenses have to be incurred on maintenance and operation. Therefore, keeping a machine will certainly increase the office cost unless the business firm is large enough to utilize the machine to its fullest capacity.

Taking into consideration the above points, the office manager has to decide carefully about the installation of a machine and strictly adhere the criteria before taking any decision in this connection.

14.3 DATA

Each organisation, regardless of its size or purpose, generates data to keep a record of events and transactions that take place within the business. Generating and organising this data in a useful way is called data processing. In this lesson, we shall discuss about various terms such as data, information, data processing and data processing system.

The word "data" is the plural of datum, which means fact, observation, assumption or occurrence. More precisely, data are representations of facts pertaining to people, things, ideas and events. Data are represented by symbols such as letters of the alphabets, numerals or other special symbols

14.3.1. Objectives

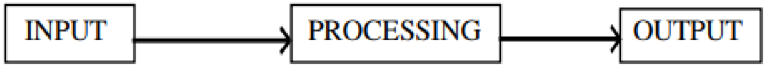
After going through this lesson, you will be in a position to

- Define the concepts of data, information and data processing
- Explain various data processing activities
- Utilise data processing cycle
- Explain data elements, records, files and databases

14.4 SOURCES OF DATA

The activity of data processing can be viewed as a "system". According to **James O'brien** a system can be defined as "a group of interrelated components that seeks the attainment of a common goal by accepting inputs and producing outputs in an organised process". For example, a production system accepts raw material as input and produces finished goods as output.

Similarly, a data processing system can be viewed as a system that uses data as input and processes this data to produce information as output.



There are many kinds of data processing systems. A manual data processing system is one that utilizes tools like pens, and filing cabinets. A mechanical data processing system uses devices such as typewriters, calculating machines and book-keeping machines. Finally, electronic data processing uses computers to automatically process data.

14.4.1. Data organisation

Having discussed the Data Processing Cycle (also called Information Processing Cycle) and the components of a computer, we will now describe how data is organised before processing on a computer. Data can be arranged in a variety of ways, but a hierarchical approach to organisation is generally recommended.

Data Item

A data item is the smallest unit of information stored in computer file. It is a single element used to represent a fact such as an employee's name, item price, etc. In a payroll application, the employee number 170 is a data item. PANKAJ the name is a data item.

Field

Data items are physically arranged as fields in a computer file. Their length may be fixed or variable. Since all individuals have 3 digit employee numbers, a 3-digit field is required to store the particular data.

Hence, it is a fixed field. In contrast, since customer's name vary considerably from one customer to another, a variable amount of space must be available to store this element. This can be called as variable field.

Record

A record is a collection of related data items or fields. Each record normally corresponds to a specific unit of information. For example, various fields in the record, illustrated in Fig. 14.1 are employee number, employee's name, basic salary and house rent allowance. This is the data used to produce the payroll register report. The first record contains all the data concerning the employee PANKAJ. The second record contains all the data concerning the employee REKHA. Each subsequent record contains all the data for a given employee. It can be seen how each related item is grouped together to form a record.

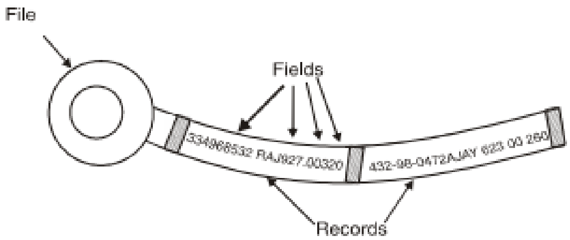


Fig. 14.1 Data Record

File

The collection of records is called a file. A file contains all the related records for an application. Therefore, the payroll file shown in Fig. 14.5 contains all records required to produce the payroll register report. Files are stored on some medium, such as floppy disk, magnetic tape or magnetic disk.

Database

The collection of related files is called a database. A database contains all the related files for a particular application.

Variable and Fixed Length Records

Records can be of fixed or variable length as depicted in Fig. 14.2

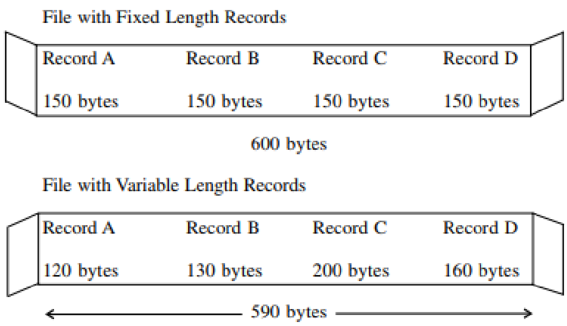


Fig. 14.2 Fixed and variable length records.

Fixed Length Records

In this case, all the records in a file have the same number of bytes. Such a file is called a flat file. If all the records are expected to contain essentially the same quantity of data, then fixed length records are used.

Variable Length Records

In this case, records vary in length. Use of variable length records conserves storage space when the quantity of information, of various records in a file, differs significantly.

Logical Versus Physical Record

A logical record contains all the data related to a single entity. It may be a payroll record for an employee or a record of marks secured by a student in a particular examination. A physical record refers to a record whose data fields are stored physically next to one another. It is also the amount of data that is treated as a single unit by the input-output device. Portions of the same logical record may be located in different physical records or several logical records may be

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located in one physical record. For example, in case of magnetic tape, number of logical records are stored in the form of a block to increase the data transfer speed and this block is referred to as a physical record as shown in Fig. 14.3

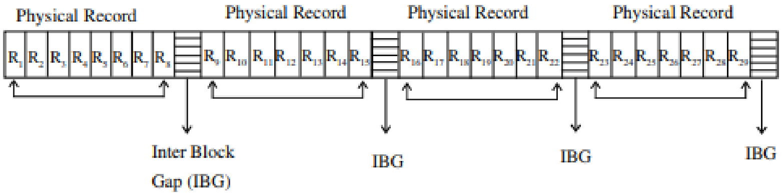


Fig. 14.3 Physical and logical Record

Nowadays more and more data is collected for academic, scientific research, private & personal use, institutional use, commercial use. This collected data needs to be stored, sorted, filtered, analyzed and presented for it to be of any use. This process can be simple or complex depending on the scale at which data collection is done and the complexity of the results which are required to be obtained. The time consumed in obtaining the desired result depends on the operations which need to be performed on the collected data and on the nature of the output file required to be obtained. This problem becomes starker when dealing with the very large volume of data such as those collected by multinational companies about their users, sales, manufacturing, etc. The need for data processing becomes more and more critical in such cases. In such cases, data mining and data management come into play without which optimal results cannot be obtained. Each stage starting from data collection to presentation has a direct effect on the output and usefulness of the processed data.

14.5 METHODS OF COLLECTION

The data processing activities described above are common to all data processing systems from manual to electronic systems. These activities can be grouped in four functional categories, viz., data input, data processing, data output and storage, constituting what is known as a data processing cycle.

Input

The term input refers to the activities required to record data and to make it available for processing. The input can also include the steps necessary to check, verify and validate data contents.

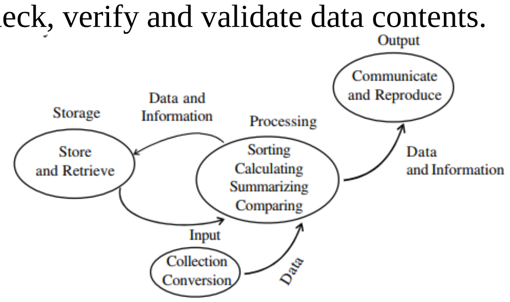


Fig. 14.4 Data Processing Cycle

Processing

The term processing denotes the actual data manipulation techniques such as classifying, sorting, calculating, summarizing, comparing, etc. that convert data into information.

Output

It is a communication function which transmits the information, generated after processing of data, to persons who need the information. Sometimes output also includes decoding activity which converts the electronically generated information into human-readable form.

Storage

It involves the filing of data and information for future use. The above mentioned four basic functions are performed in a logical sequence as shown in Fig. 14.3 in all data processing systems.

14.5.1. Computer processing operations

A computer can perform only the following four operations which enable computers to carry out the various data processing activities we have just discussed.

Input/ Output operations

A computer can accept data (input) from and supply processed data (output) to a wide range of input/output devices. These devices such as keyboards, display screens, and printers make human-machine communication possible.

Calculation and text manipulation Operations

Computer circuits perform calculations on numbers. They are also capable of manipulating numerics and other symbols used in text with equal efficiency.

Logic Operations

A computer also possesses the ability to perform logic operations. For example, if we compare two items represented by the symbols A and B, there are only three possible outcomes.

A is less than B (A<B); A is equal to B (A=B): or A is greater than B (A>B). A computer can perform such comparisons and the, depending on the result, follow a predetermined path to complete its work. This ability to compare is an important property of computers.

Storage and Retrieval Operations

Both data and program instructions are stored internally in a computer. Once they are stored in the internal memory, they can be called up quickly or retrieved, for further use.

14.6 DATA PROCESSING SYSTEMS

Data processing is the act of handling or manipulating data in some fashion. Regardless of the activities involved in it, processing tries to assign meaning to data. Thus, the ultimate goal of processing is to transform data into information.

Data processing is the process through which facts and figures are collected, assigned meaning, communicated to others and retained for future use. Hence we can define data processing as a series of actions or operations that converts data into useful information. We use the term 'data processing system' to include the resources that are used to accomplish the processing of data.

14.6.1. Information

Information, thus can be defined as "data that has been transformed into a meaningful and useful form for specific purposes". In some cases data may not require any processing before constituting information. However, generally, data is not useful unless it is subjected to a process through which it is manipulated and organised, its contents analyzed and evaluated. Only then data becomes information.

There is no hard and fast rule for determining when data becomes information. A set of letters and numbers may be meaningful to one person, but may have no meaning to another. Information is identified and defined by its users.

For example, when you purchase something in a departmental store, a number of data items are put together, such as your name, address articles you bought, the number of items purchased, the price, the tax and the amount you paid. Separately, these are all data items but if you put these items together, they represent information about a business transaction.

14.6.2. Data processing activities

As discussed above, data processing consists of those activities which are necessary to transform data into information. Man has in course of time devised certain tools to help him in processing data. These include manual tools such as pencil and paper, mechanical tools such as filing cabinets, electromechanical tools such as adding machines and typewriters, and electronic tools such as calculators and computers. Many people immediately associate data processing with computers. As stated above, a computer is not the only tool used for data processing, it can be done without computers also. However, computers have outperformed people for certain tasks. There are some other tasks for which computer is a poor substitute for human skill and intelligence.

Regardless to the type of equipment used, various functions and activities which need to be performed for data processing can be grouped under five basic categories as shown in Fig 14.5

Collection	**Conversion**	**Manipulation**	**Storage**	**Communication**
Originating	Coding	Sorting	Storing	and
Measuring	Classifying	Calculating	Retrieving	Reproduction
Recording	Verifying	Summarizing		
Comparing	Transforming	Comparing		

Fig. 14.5 Data Processing Activities

We will now describe each of these activities:

Deptt. 5 Employee Time Sheet for Week ending 21/07/2001							
Hours Worked							
Emp No.	**Name**	**Mon**	**Tues**	**Wed**	**Thurs**	**Fri**	**Total Hours**
110	Hariom	8	8	8	8	8	40
150	Dinesh	8	8	8	8	6	38
160	Rajesh	8	4	8	8	8	36
170	Pankaj	8	6	8	5	8	35

Fig. 14.6 The source document for a payroll application is the weekly time sheet

Collection

Data originates in the form of events transaction or some observations. This data is then recorded in some usable form. Data may be initially recorded on paper source documents Fig 14.6 and then converted into a machine usable form for processing. Alternatively, they may be recorded by a direct input device in a paperless, machine-readable form. Data collection is also termed as data capture.

Conversion

Once the data is collected, it is converted from its source documents to a form that is more suitable for processing. The data is first codified by assigning identification codes. A code comprises of numbers, letters, special characters, or a combination of these. For example, an employee may be allotted a code as 52-53-162, his category as A class, etc. It is useful to codify data, when data requires classification. To classify means to categorize, i.e., data with similar characteristics are placed in similar categories or groups. For example, one may like to arrange accounts data according to account number or date. Hence a balance sheet can easily be prepared.

After classification of data, it is verified or checked to ensure the accuracy before processing starts.

After verification, the data is transcribed from one data medium to another. For example, in case data processing is done using a computer, the data may be transformed from source documents to machine sensible form using magnetic tape or a disk.

Manipulation

Once data is collected and converted, it is ready for the manipulation function which converts data into information. Manipulation consists of following activities:

Sorting it involves the arrangement of data items in a desired sequence. Usually, it is easier to work with data if it is arranged in a logical sequence. Most often, the data are arranged in alphabetical sequence. Sometimes sorting itself will transform data into

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information. For example, a simple act of sorting the names in alphabetical order gives meaning to a telephone directory. The directory will be practically worthless without sorting.

Business data processing extensively utilises sorting technique. Virtually all the records in business files are maintained in some logical sequence. Numeric sorting is common in computer-based processing systems because it is usually faster than alphabetical sorting.

Calculating

Arithmetic manipulation of data is called calculating. Items of recorded data can be added to one another, subtracted, divided or multiplied to create new data as shown in fig. 14.7(a). Calculation is an integral part of data processing. For example, in calculating an employee's pay, the hours worked multiplied by the hourly wage rate gives the gross pay. Based on total earning, income-tax deductions are computed and subtracted from gross-pay to arrive at net pay

Weekly Payroll Summary Report 07/07/2005

Dept.	Employee Number	Name	Hours Worked	Pay Rate	Gross Wages
2	170	Pankaj	34	10.00	340.00
	175	Rekha	32	9.00	288.00
	158	Param	20	5.00	100.00
	160	Rajesh	36	8.00	288.00
	165	Sanju	45	9.00	405.00
	159	Savini	25	3.00	75.00
Department 2 Total			192		1496.00
4	110	Hari Om	33	7.75	255.75
	115	Vimla	40	9.25	370.00
Department 4 Total			73		625.75
8	150	Dinesh	38	7.00	266.00
	155	Upma	40	9.45	390.00
	156	Arunima	32	8.50	272.00
	157	Ritwik	40	8.00	320.00
Department 8 Total			150		1,248.00
Company Total			415		3,369.75

Fig. 14.7(a) : Weekly Payroll Summary

Summarizing

To summarize is to condense or reduce masses of data to a more usable and concise form as shown in fig. 14.7(b). For example, you may summarize a lecture attended in a class by writing small notes in one or two pages. When the data involved is numbers, you summarize by counting or accumulating the totals of the data in a classification or by selecting strategic data from the mass of data being processed. For example, the summarizing activity may provide a general manager with sales-totals by major product line, the sales manager with sales totals by individual salesman as well as by the product line and a salesman with sales data by customer as well as by product line.

Department Payroll Summary for Week of 07-07-2005		
Department	**Hours**	**Gross Wages**
2	192	1,496.00
4	73	625.75
8	150	1,248.00
Company Total	415	3,369.75

Fig. 14.7(b) : Department Payroll Summary

Comparing

To compare data is to perform an evaluation in relation to some known measure. For example, business managers compare data to discover how well their compaines are doing. They many compare current sales figures with those for last year to analyze the performance of the company in the current month.

14.6.3. Managing the output results

Once data has been captured and manipulated following activities may be carried out:

Storing

To store is to hold data for continued or later use. Storage is essential for any organised method of processing and re-using data. The storage mechanisms for data processing systems are file cabinets in a manual system, and electronic devices such as magnetic disks/magnetic tapes in case of computer based system. The storing activity involves storing data and information in organised manner in order to facilitate the retrieval activity. Of course, data should be stored only if the value of having them in future exceeds the storage cost.

Retrieving

To retrieve means to recover or find again the stored data or information. Retrieval techniques use data storage devices. Thus data, whether in file cabinets or in computers can be recalled for further processing. Retrieval and comparison of old data gives meaning to current information.

Communication

Communication is the process of sharing information. Unless the information is made available to the users who need it, it is worthless. Thus, communication involves the transfer of data and information produced by the data processing system to the prospective users of such information or to another data processing system. As a result, reports and documents are prepared and delivered to the users. In electronic data processing, results are communicated through display units or terminals.

Reproduction

To reproduce is to copy or duplicate data or information. This reproduction activity may be done by hand or by machine.

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14.7 ELECTRONIC DATA PROCESSING

Electronic data processing is a frequently used term for automatic information processing. It uses the computers to manipulate, record, classification and to summarize data. A computer is the best example of an electronic data processing machine. Electronic data processing is an accurate and rapid method**.**

14.7.1. Methods of electronic data processing

- Time-sharing
- Real-time processing
- Online processing
- Multiprocessing
- Multitasking
- Interactive processing
- Batch processing
- Distributed processing

Each type is described below in brief

Time- Sharing

In this processing method, many nodes connected to a CPU accessed central computer. A multi-user processing system controls the time allocation to each user. Each user can allocate the time slice in a sequence of the Central Processing Unit. The user should complete the task during the assigned time slice. If the user cannot finish the task, then the user can complete the task during another allocated time slice.

Real-Time Processing

Providing accurate and up-to-date information is the primary aim of real-time processing. It is possible when the computer process the incoming data. It will give the immediate response what may happen. It would affect the upcoming events. Making a reservation for train and airline seats are the best example for real-time processing. If the seats are reserved, then the reservation system updates the reservation file. The real-time processing is almost an immediate process to get the output of the information. This method saves the maximum time for getting output.

Online Processing

In this processing method, the data is processed instantly it is received. A communication link helps to connect the computer to the data input unit directly. The data input may include a network terminal or online input device. Online processing is mostly used for information research and recording.

Multi-Processing

Multiprocessing is processing of more than one task that uses the different processors at the same time of the same computer. It is

possible in network servers and mainframes. In this process, a computer may consist of more than one independent CPU. There is a possibility to made coordination in a multiprocessing system. In this process, the different processors share the same memory. The processor gets the information from a different part of one program or various programs.

Multitasking

It is an essential feature of data processing. Working with different processors at the same time is called multitasking. In this process, the various tasks share the same processing resource. The operating systems in the multitasking process are time-sharing systems.

Interactive Processing

This method includes three types of functions. The following are the types of function

- Peak detection
- Integration
- Quantitation

It is a simple way to work with the computer. This method of the process can compete for each other.

Batch Processing

Batch processing is a method of the process the organized data into divided groups. In this method, the processing data can be divided as a group over a required time period. The batch processing method allows the computer to perform different priorities for an interaction. This method is very unique and useful to process.

Distributed Processing

This method is usually used for remote workstations, since the remote workstations are connected to a big workstation. The customers get the better services from this process. In this process, the firms can distribute the use of geographical computers. The best example for this distributed processing method is ATMs. ATMs are connected to the banking system.

14.7.2. Elements of electronic data processing

Hardware, Software, procedure, personnel is the basic elements of electronic data processing. In the hardware section, scanners, barcode scanners, cash registers, personal computers, medical device, servers, video and audio equipment are the elements of electronic data processing. In the software section, accounting software, data entry, scheduling software, analytics, and software are the elements of electronic data processing. In the procedure section, sorting, analysis, reporting, conversion, data collection, aggregation be the elements of EDP.

In personnel, the programmer uses the electronic data processing to create the components and spreadsheets. The data entry specialists use to scan the barcodes.

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Stages of Electronic Data Processing

A collection is the first stage of electronic data processing. It is a very crucial part. This process ensures that accurate data gathering. Census, sample survey, and administrative by-product are some types of data collection. Preparation is the second stage of electronic data processing. Preparation is used to analyze the data processing.

Input is the third stage in electronic data processing. Data entry is done by the use of a scanner, keyboard, and digitizer. The fourth stage is processing. It has various methods. The last stage is storage. Every computer has the use to store the file.

Advantages of Electronic Data Processing

- ❖ The system of electronic data processing is once created then the cost of the managing data will be reduced. Documents can be protected as an extreme data sensitive. Because of the documents should be treated as a primary asset. When all the information is collected by the papers are the challenging one.
- ❖ The management of document is costly. So, electronic data processing reduces the cost of the paperwork. The electronic data processing provides the documentation controls. With the help of electronic data processing, you can easily automate the PDF publishing process.
- ❖ In electronic data processing, there is a facility to search a document in the system. It will reduce the time loss. The electronic data processing has the benefit to improve the internal and external collaboration. The electronic data processing helps to improve the better submissions. The electronic data processing also fast up the complete structure to make the generation of documents.
- ❖ The famous software product such as Ms. Office is using the electronic data processing concept. The EDP has the facility to reduce the duplication of effort and repeated entries. The EDP has the capability to make the decisions. An electronic data processing has the ability to store the enormous amounts of data.

Disadvantages of Electronic Data Processing

- ❖ When the computer hackers make the strike on the computer, then the processing of data will make the insecurity. Then the data will be the loss. The fault in a equipment will harm all the equipment in the office. The security of the computer would be the big problem. In a coding process, a computer not recognizes the same individuals.
- ❖ When a small number of digit codes are compared with a large number code then, it occupies the computer storage less. The alphabetic codes can be descriptive.

Examples of EDP: It is used in a telecom company to format bills and to calculate the usage-based charges. In schools, they use EDP to maintain student records. In supermarkets, used for recording whereas hospitals use it to monitor the progress of patients.

Further, the electronic data processing is used for hotel reservations. It can be used in learning institutions. The EDP is also used in banks to monitor the transactions. In the departments such as police, cybercrime, and chemical the electronic data processing is used to note the entries. It enables larger organizations to collect the information and process the data. The electronic data processing can also be used as video and audio equipment. It can be used as a barcode scanner.

14.8 OFFICE FURNITURE

After deciding the layout of the office accommodation and its decoration, it is necessary to turn to the furniture that is to be put in it. Office work mostly indoor desk work; suitable furniture should therefore, be provided for office clerks so that they may be comfortable enough to perform office work speedily and efficiently. Office furniture is the basic facility with which the employee identifies himself. It is the duty of the office manager, therefore, to provide the right type of furniture in the office.

The usual furniture found in any modern office include desks, chairs and tables, racks, cabinets, cupboards, lockers, safes, trays, almirahs etc. the number of pieces and the kind of furniture to be purchased for any office depends on various factors:

- The number of departments and employees
- The nature and volume of work to be performed and
- The office space available for their suitable accommodation.

Factors

In selecting the furniture and other equipment to be used for a specific job, the following six questions should be considered.

(i) Is the working are adequate.
(ii) Can the clerk work comfortably.
(iii) Can the clerk use both hands.
(iv) Can the job be supervised.
(v) Is the work adequately protected against dust loss or damage.
(vi) Is there suitable provision for the clerk’s personal effects

14.8.1. Principles for selection

The following principles or guidelines should be borne in mind in the selection of office furniture:

Budget

Budget is the ultimate factor that you need to consider. After all, even though you know your employees will need to have a somewhat comfortable place to work, you also know that you have a tiny budget. So, make sure that you achieve a balance between the money that you spent and the comfort of your employees.

Design

When we are referring to office furniture design, we are referring to things like height, to the size of the top, the number of drawers, among so many other things. And obviously, this also includes how it looks.

Durability

One of the most important aspects, when you're looking for office furniture, is to make sure that it will be durable. Usually, most business owners tend to opt for teal furniture because it lasts a lot longer than wooden furniture.

The space

Most offices don't have a lot of space available. So, you need to make sure that you are able to optimize it with the furniture that you are buying. So, if you are able to match the office furniture with your space in a way that your employees are able to work with productivity, make sure that you don't clutter it.

Comfort

There's no question that in order for a person to work well and with productivity, they need to have comfort. This is why it is important to not forget this factor when you are buying, for example, chairs for your workers.

Appearance

When you're looking for office furniture, you obviously want to make sure that you are getting functional furniture. However, you need to make sure that it also has pleasing looks.

Hygiene

One of the things that you need to consider is how easy it is or how much time you take to clean up your office furniture.

Weight

One of the things that most business owners tend to do regarding weight, is to look for furniture that is lightweight so they can move it around. From time to time some changes are necessary so when you have light furniture, it makes it easy to change its placement.

Safety

Usually, business owners tend to avoid glass or plates topped furniture because it's usually relatively unsafe than others.

Fire risk

In the old days, most offices used a lot of wooden furniture. However, more and more offices are using metal furniture which is great in terms of fire risk.

Adaptable and multi-purpose

When you're buying office furniture, you want to make sure that you have a lot of space for phones, computers, preservation of files, among others. So, when you buy some adaptable or multi-purpose furniture, your odds of being able to reuse the same furniture for different purposes, greatly increases.

14.9 TYPES OF OFFICE FURNITURE

Many a type of furniture are needed in an office. It can be classified on the basis of purpose or on the basis of appearance. The furniture classified on the basis of purpose are executive, special purpose furniture, and the furniture which are classified on the basis of physical appearance are desks and chairs.

Office Desk

The desk is the work bench of the office employee influencing much of his efficiency. The main purpose of a desk is to provide a suitable space for writing and for processing the information. The desk also is used for stationing a machine for use and to provide a storage space for supplies needed by the person.

An average desk is a desk which is about 150 cms in length, 75 cms in height and about 70 cms in breadth. This is an average desk. These dimensions provide a sufficient space for work and comfortable place of work.

The various **types** of desk are:

Machine Desk

These desks are designed to meet the need of different machines which have important place in the office. For example, a desk holding a Xerox machine should be different in size, shape as compared to a desk which holds a Guillotine Machine or a Duplicating Machine.

Clerical Desk

This kind of desk used in our country are mostly single pedestal desk with a maximum top of 1.2 meters by 75 cms, and possesses 3-4 drawers on one side of the desk. In some offices double pedestal desks are provided for the clerical staff.

Typist Desk

This is a unique structured desk for the computer and this is not a common sight in our office in India. Typist desks are with a fixed in important countries like, France etc. with the height and the drawer adjusted to suit the need of the typist. n USA the L-shaped desk, a single pedestal unit with an extension or either side containing the second pedestal is becoming popular. Typist desk varies from office to office and from country to country, depending upon the typewriter or the computer used for typing. The typical government offices still use the typewriter.

Secretarial Desk

These desks are needed for the secretaries of the executives. It can be single pedestal or double pedestal desk. In our country most of the secretarial desks are same as the other clerical desks with little change. Secretaries may often be provided with a separate typist table to do the typing work.

Executive Desk

These desks are designed to the individual taste and quite often they are designed as a show piece of an organisation. Their purpose is to impress the visitor with the prestige and importance of the persons using them.

Usually they are double pedestal desks with a width of 1.5 meter to 1.8 meter, a depth of 83 cms to 1 meter and are about 70 to 80 cms in height. Some of the bigger ones contain a number of drawers on the side where the executive is seated; and also in the opposite side in a number of cases. There cannot be any standardized form of an executive desk and chair. It depends upon the office, its image, shape and size, and the person who would like to have a preference about it.

Office Tables

In many government and other offices, tables still serve as clerical desk and thus they may be fitted with one or two drawer. Tables are needed for sorting of mails, dispatches, temporary housing of files and file tray, holding meeting of committee etc.

Office Wooden Furniture

In our country wooden furniture made of teak and rosewood is by far the most popular kind of furniture.

Wooden furniture has the following advantages over the metallic furniture:

1. It can be designed and shaped as per the need.
2. With its properly polished surface and its dense look, it is more cost-effective and it creates a feeling of greater comfort.

It can be re-polished at a cheap cost. Metallic furniture is considered to be ideal from the following viewpoint:

i. It is safe against fire.
ii. A large variety of it, especially chairs, is light and if needed it can be easily moved from one place to another.

As far as India is concerned, there is very little to choose and the choice between the two types of furniture would depend mainly on factors like individual need and comparative weights.

Office Chairs

Chairs are perhaps the most important item of furniture from the point of view of the worker since he sits on them all through the day in the office. In our country most of the chairs have standardised height of 41 cms or 16.5 inches (sixteen and a half inches). A chair greatly influences correct posture while at work and consequently influences health.

Chairs must be built on scientific lines to avoid ill-health and fatigue. Those are the results of badly designed chairs. Proper chair design increases work output and is to reduce absenteeism. The ideal height nowadays of a chair is considered to be 45 cm to 48 cm from the ground. For a desk height of 68-70 cm, the ideal height of the chair is 40 cm from the seat-level to the ground level.

The back of the chair is to be such that it supports the back and provides a sufficient relaxation. It would be better if the back is adjustable both in incline as well as in height. The seat should be sufficiently large, properly designed and thickly padded. A revolving chair may be ideal in most cases since it allows for saving of space, especially where filing or the other work is to be done along with the usual clerical work of writing. In some office there are special purpose chairs for typists and machine operators and chairs for other special purposes.

Check your Progress

1. Define office automation
2. What do you mean by data
3. What do you mean by logic operation
4. What do you mean by E-Data processing
5. What do you mean by office furniture

14.10 ANSWER TO CHECK YOUR PROGRESS QUESTIONS

1. Office automation refers to the integration of office functions usually related to managing information. There are many tools used to automate office functions and the spread of electronic processors inside computers as well as inside copiers and printers is at the center of most recent advances in office automation
2. Each organisation, regardless of its size or purpose, generates data to keep a record of events and transactions that take place within the business. Generating and organising this data in a useful way is called data processing. In this lesson, we shall discuss about various terms such as data, information, data processing and data processing system.
3. A computer also possesses the ability to perform logic operations. For example, if we compare two items represented by the symbols A and B, there are only three possible outcomes.
4. Electronic data processing is a frequently used term for automatic information processing. It uses the computers to manipulate, record, classification and to summarize data. A computer is the best example of an electronic data processing

machine. Electronic data processing is an accurate and rapid method

5. After deciding the layout of the office accommodation and its decoration, it is necessary to turn to the furniture that is to be put in it. Office work mostly indoor desk work; suitable furniture should therefore, be provided for office clerks so that they may be comfortable enough to perform office work speedily and efficiently

14.11 SUMMARY

In this unit, you have learnt about the office machines and equipment, data, sources of data, methods of collection, data processing systems, electronic data processing, furniture and types of furniture of mechanization of office automation.

14.12 KEY WORDS

- **Office automation:** The integration of office functions usually related to managing information.
- **Data exchange:** While data storage and manipulation is one component of an office automation system, the exchange of that information is another equally important component
- **Office machines:** Most offices now have more machines than they actually need. It is, however, very doubtful if every office has the right kind of machine in the right place
- **Obsolescence:** Office machine is very high because of the rapid changes that are constantly being made.
- **Data:** The word "data" is the plural of datum, which means fact, observation, assumption or occurrence
- **Input**: The activities required to record data and to make it available for processing. The input can also include the steps necessary to check, verify and validate data contents.
- **Database:** The collection of related files is called a database. A database contains all the related files for a particular application.
- **Storage:** It involves the filing of data and information for future use
- **Communication:** The process of sharing information
- **Electronic data processing:** A frequently used term for automatic information processing
- **Batch processing:** A method of the process the organized data into divided groups. In this method, the processing data can be divided as a group over a required time period

14.13 FURTHER READINGS

1. **Pillai R.S.N & Bhagavathi.** Office Management S.Chand and Sons, New Delhi
2. **Chopra R.K & Gauri Priyanka,** Office Management Himalaya Publishing House, Mumbai
3. **Narayan Dr. B. Jain,** Office Management, Book Agency, Connaught Place, New Delhi
4. **Ghosh, P.K. 1998.** Office Management: Principles and practice. Sultan Chand & Sons, New Delhi.
5. **George R. Terry.** Office Management and Control.
6. **J.C. Denyer.** Office Management.
7. **Kathiresan & Radha (2017**). Office Management. Prasanna Publishing House, Chennai

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Model Question

14.14 SELF-ASSESSMENT QUESTIONS AND EXERCISES

Short Questions

1. State the various input and output devices
2. What is electronic writing pad
3. What do you by computer system
4. What are the principles to be followed while selecting office furniture
5. State the basic consideration before selecting the office furniture
6. What are the different types of furniture
7. State they different types of desk
8. What are the feature of a good desk
9. What do you mean by data
10. What do you mean by data exchange
11. What are the multi-processing

Big Questions

1. Briefly describe the various input and output devices
2. What are the input devices? Explain various input devices
3. Explain the various output devices
4. What are factors to be considered before selecting the office furniture
5. Explain the different type of desk

DISTANCE EDUCATION- CBSC-2018-19N ACADEMIC YEAR ONWARDS)

Question Paper Pattern (ESE) – OFFICE MANAGEMENT

B.Com

Time: 3 Hours **Maximum:75 Marks**

Part-A (10x2=20 Marks)

Answer all questions

1. What does records management involve?
2. Write short note on office manager
3. What is record management?
4. What is the need for office manual?
5. What is Office Layout?
6. Short not on modular furniture
7. What are office forms
8. What is mean by Horizontal filing?
9. What are the audio transcription
10. Define the communication

Part-B (5x5=25 Marks)

Answer all questions choosing either (a) or (b)

11a. Define the term 'office'. State the importance of the office **(or)**

b. What are the qualification of an office manager?

12 a. What is formal and informal organization? **(or)**

b. What is office layout? What are its objectives and principles?

13 a. What is artificial lighting? What are its sources? **(or)**

b. What are the process of measurement of office work?

14 a. Briefly explain the factors that affect the store keeping **(or)**

b. Briefly discuss the various modern methods of filling

15 a. Write note on principles of effective communication **(or)**

b. What forms a good report? What are its different types? Describe briefly special reports?

Part-C (3x10=30 Marks)

Answer any 3 out of 5 questions

1. Describe the various kinds of organizational chart
2. What do you understand by office system? How is it planned? Discuss advantages of sound office system
3. How will you decide the location of an office building
4. Explain the steps of selection of employees
5. How will you design an office form? What are the principles to be observed in designing an office form